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YOUTHBUILD BOSTON ACADEMY CHARTER SCHOOL

CHARTER APPLICATION

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YOUTHBUILD BOSTON ACADEMY

CHARTER APPLICATION

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1. MISSION

"YouthBuild does more than teach you how to build a house and get an education. You learn how to rebuild yourself from the inside out... I wake up in the middle of the night and say, 'Is it morning yet?' That's how exciting YouthBuild is to me."

**Jose Rivera, YouthBuild Graduate
College Student**

YouthBuild Boston Inc. is a nationally recognized youth development organization whose mission is to provide disenfranchised young people with the academic, vocational, social and leadership skills they need to leave "life on the street," rebuild their lives, and take responsibility for themselves, their families, and the revitalization of their community.

YouthBuild Boston Inc.'s programs include:

- The YouthBuild Boston Academy Charter School
- Abandoned property development
- Transitional housing for homeless youth
- Case management and individual counseling
- Alumni services including job and college placement

The YouthBuild Boston Academy Charter School (known as "the Academy"), a tuition free alternative school, is the centerpiece of YouthBuild Boston Inc. The Academy offers young people who have dropped out of school, or who are at risk for dropping out of school, a hands-on, interactive, family-like learning environment in which to reclaim their education and prepare for a lifetime of continued learning and economic independence.

The YouthBuild Boston Academy Charter School is designed for students who failed school, or

for whom the school system has failed. It is founded on the belief that all young people have the capacity to learn, and that an effective academic institution must teach to the many learning styles of its varied students.

The Academy's underlying approach to education is to build on each young person's strengths, rather than focus on deficiencies, and to help students develop a track record of success in a learning environment, often for the first time.

The personal, family-like atmosphere for which YouthBuild Boston has become well-known allows young people to develop their academic self-confidence, and reconstruct a self-image damaged by the painful mislabels of "learning-disabled," "unable to learn," "slow-learner" or "failure" which have forced, or threaten to force, many of them out of the school system.

The YouthBuild Boston Academy Charter School offers a full academic program for all its students. As an integral part of its curriculum, the Academy involves its older students in renovating abandoned buildings as housing for homeless families. Construction for them becomes a tool for teaching academics, for building character, for inspiring civic pride, for instilling a work ethic and for imparting a wide range of vocational skills. The renovation taking place on the construction site also serves as a metaphor for the rebuilding that the young people are doing in their own lives.

The YouthBuild Boston Academy Charter School also runs an afterschool program for children in from the neighborhoods surrounding the school. Based on the same values and principles as the Charter School, the afterschool program aims to prevent young children from becoming involved with drugs, gangs, and other violent behavior, as well as prevent early pregnancies and substance abuse. The afterschool program gives Charter School students an opportunity to give back to their community by helping their peers and younger children stay out of the life of the streets.

The school has a remarkable track record for raising academic levels and helping students obtain a high school equivalency diploma and continue on to higher education. YouthBuild Boston

Academy students average a 70% retention rate, and 75% of all students who completed the one year academic program in 1993 passed the GED exam during the year, despite low standardized test scores upon entering the program. One third of last year's class went on to higher education, and that number is expected to increase this year.

The success of YouthBuild Boston Academy graduates has unleashed a tremendous sense of pride among the students, their families and the entire community.

But the school's non-traditional teaching methodology has not allowed it to become a high school degree granting program within the Boston Public Schools.

YouthBuild Boston is seeking charter school designation for the Academy so that young people who never finished high school, or who are in danger of never finishing, can turn to a school environment tailored specifically for their needs, build their academic skills, change their lives, and graduate with a high school diploma -- an asset that will have a tremendous impact on their future success.

2. SCHOOL OBJECTIVES

"I didn't quit school. School quit on me. The teachers just gave up. But, at YouthBuild it's totally different. The teachers take time for me. And, I know they won't give up."

**Yvette Ramos, YouthBuild Graduate
College Student**

A. BROAD ACADEMIC GOALS

The primary goal of the YouthBuild Boston Academy Charter School is to ensure that its students, who are returning to high school after leaving without a diploma, or who have considered dropping out, experience academic success both during their time in the Academy and in future endeavors. To meet this goal, the Academy focuses on helping students accomplish 5 broad academic objectives:

1. Build academic self-confidence and a track record of academic success;
2. Systematically develop academic skills to high school level competency;
3. Gain critical thinking, problem-solving and research skills that support life-long learning;
4. Apply academic skills to real-life challenges in a work environment; and
5. Gain experience in the use of technology.

1. Building Academic Self-Confidence.

The YouthBuild Boston Academy Charter School provides a vehicle for students with significant gaps in their education to gain a second chance to move through a set of academic building blocks that enables them to gain confidence in their ability to learn.

Before entering the classroom, the Academy's orientation program, Mental Toughness Training, sets out to counteract the internalized fears, low self-esteem, self-destructive behavior and messages of failure that young people have received in school, on the streets and even at home, about their ability to learn. The curriculum includes an intensive examination of such issues as

"Why Smart People Fail" and "Fear of Failure, Fear of Success," which enables students to step back and reassess their academic abilities.

Upon entering the classroom, students are presented with a model of education that acknowledges their strengths, as well as the areas that need attention. In contrast to past experiences in which students who could not keep pace with their peers were simply overlooked, students at the YouthBuild Boston Academy Charter School are expected to support one another's learning and share their knowledge with one another. Questioning is actively encouraged, and time is taken to ensure that each student is receiving the kind of attention and support he or she needs, and that no one is left behind.

2. Systematically Developing Academic Skills.

Students enter the YouthBuild Boston Academy Charter School with wide range of academic skills, defined by standardized testing as ranging from 4th to 12th grade reading and math levels. In truth, most students have uneven academic skills even within one subject, with an incomplete foundation to their knowledge base.

The Academy provides a common core curriculum plus academic and vocational electives that combine group learning with an individualized education plan of study tailored to the needs and interests of each student.

The core curriculum is designed in building blocks that allow students to work within a given area of study until they have mastered it, with the support of other students, volunteer tutors, teaching assistants or teachers.

3. Gaining Critical Thinking, Problem-Solving and Research Skills

The YouthBuild Boston Academy Charter School is rich in opportunities to think, to question and to solve problems. Structured courses, research projects, activities on the construction site, Mental Toughness Training, and YouthBuild's leadership development program are all designed

to help students develop critical thinking skills essential to a lifetime of learning and growth.

4. Applying Academic Skills to Real Life

The Academy actively seeks ways to demonstrate to students the value of academic skills, and to accelerate student learning through applied learning experiences.

At the YouthBuild Boston Academy Charter School, school is treated as a laboratory, in which the role of the educator is to create opportunities for students to experiment and experience within a protected environment. In renovating abandoned buildings, students are involved in all aspects of renovation, architectural planning, cost estimating and project management. Student governance and student management opportunities provide additional avenues for experiential learning.

At the same time, the Boston community is viewed as an extension of the school, so that learning takes place on a construction site, in a vacant lot filled with lead-based soil, in an architect's office, on a service project at a community-based organization, and through testifying in the halls of Congress.

5. Gaining Experience with Technology

It is crucial that students graduate from school with an aptitude for mastering technology and applying its use to practical problems. The Academy seeks to engage its students in the use of computers, (including educational, business and construction software) and to expose students to environmental technology, so that they are able to approach workplace technology with confidence and skill.

B. NON-ACADEMIC GOALS FOR STUDENT PERFORMANCE

The YouthBuild Boston Academy Charter School's non-academic goals are to help students:

1. Develop capacity for long-term employment and economic independence; and

2. **Become leaders and role models within the community.**

1. **Developing capacity for long-term employment and economic independence.**

A key aspect of the Academy's mission is to provide young people with the tools necessary to become economically self-reliant. These include developing marketable skills, excellent work habits, strong presentation skills and access to a network that can open doors to further opportunity.

The Academy, and the support services provided by YouthBuild Boston Inc. are tailored specifically to address this goal.

- The strong network of employers, actively involved in vocational development, and vocational ensures that the skills being taught are current, useful and appropriate for career-oriented, entry level jobs.
- The simulated work environment on the construction site, along with the "tough-love" youth development model that insists on student self-discipline, reliability and promptness promote the development of excellent work habits that will ensure the long-term success of YouthBuild graduates.
- The counseling, advocacy and referral services provided by YouthBuild Boston Inc. assist students in resolving personal obstacles that can impede their growth and their success.
- The alumni services provided to Academy graduates by YouthBuild Boston Inc., including job placement, college placement and counseling ensures access to opportunity, continuing education and guidance through the transition to work.

2. **Serving as leaders and role models within the community.**

At the YouthBuild Boston Academy Charter School, leadership is defined as taking responsibility for making things go right for yourself, your children and the future of your community.

Different students have varying levels of capability and interest in becoming active community leaders in the traditional sense, but all students can play a positive leadership role in the way they conduct themselves, in the example they set for the children in their community, and in the role that they play in the workplace.

Recognizing the many types of leadership are important to a healthy community, the YouthBuild Boston Academy Charter School provides many mechanisms and vehicles for students to develop the level and scope of leadership.

C. THE YOUTHBUILD BOSTON COMMUNITY

YouthBuild Boston has developed an outstanding reputation among young people throughout the city of Boston as being an organization that truly cares about disenfranchised young people and is serious about meeting their needs.

Young people coming from the streets repeatedly emphasize the importance of the family-like atmosphere to their success within YouthBuild Boston. Many students come from home environments that have been unable to provide them with the guidance, support and structure they needed. In other cases, a supportive, healthy home environment alone was not enough to override the pull of the street.

The YouthBuild Boston Academy Charter School provides a set of values and a structure that mirror a strong, positive, healthy family atmosphere, built on four defining features of the Academy's environment:

- High Expectations
- High Content
- High Standards
- High Respect for the Intelligence of Young People

High Expectations

From the moment they walk through the door, young people receive a clear and consistent message that YouthBuild Boston expects that they will succeed academically, in a career and in life overall.

The tone at the YouthBuild Boston Academy Charter School clearly conveys the expectation that all students will not only succeed academically but continue on to higher education or further training; not only make it through the program, but maintain high attendance; not only learn carpentry, but consider entrepreneurship, engineering and construction management and other careers; not only graduate from the school, but provide leadership to help others succeed as well.

High Content

To deliver on these expectations, the Academy is committed to providing a curriculum filled with opportunities to learn, to experience, to think and to lead. The school has deliberately designed a sophisticated multi-layered academic and vocational education program that addresses the varied needs and interests of its students through a core curriculum and a wide array of electives. The Academy is rigorous in evaluating whether the information taught in classrooms and on work-sites is being absorbed, and has developed a flexible structure which allows trainees to accelerate their learning plan or obtain additional help, as needed.

High Standards

In order to attain the goals described above, it is critical that the young people at the YouthBuild Boston Academy Charter School take personal responsibility for maintaining the highest possible standards of conduct and achievement. With applicants to the school far outnumbering the schools ability to meet the demand, those who are accepted are made to understand that they are responsible for maximizing the opportunity before them.

YouthBuild Boston also holds itself and the Academy staff to high standards of follow through

and consistency. All potential employees are interviewed by both staff and by students, to ensure that they understand the YouthBuild Boston philosophy, values and commitment to youth development. A staff code of conduct establishes the standards of behavior to which the staff holds itself.

High Respect for the Intelligence of Young People

The YouthBuild Boston Academy Charter School is built on the respect for the intelligence of young people, and for their insights into ways to improve the school. YouthBuild Boston's elected youth governance body, the Youth Policy Committee, meets every other week with the Program Director to make recommendations on changes in the curriculum, policies and procedures, and personnel. Trainee Departments, in which trainees help manage all aspects of the day-to-day operation of the program, provide opportunities for trainees to take initiative in proposing ways to improve the operation of YouthBuild Boston.

3. STATEMENT OF NEED

"A lot of young people want a chance. They want to be heard, but they don't know how except through guns and violence. If there were more places like YouthBuild, they'd know how to be heard."

**Victor Burgos, YouthBuild Graduate
Computer Draftsman, College Student**

The escalating crisis of violence among Boston youth who have dropped out of school has reached epidemic proportions. These young people, lacking a basic education and a high school diploma, are virtually locked out of the mainstream economic system and being pulled in ever increasing numbers, into the underground economy.

The critical link between educational attainment and economic opportunity in the Massachusetts economy is clear.

Massachusetts lost 346,000 jobs between December of 1988 and September of 1991. Labor force statistics show that the recession's deepest long-term impact is among young people in large urban areas with no high school diploma, with the most chronic unemployment among people of color without high school degrees.

In Boston, the unemployment rate for 18-20 year old Boston residents without a high school diploma is 34%, compared to 22% for high school graduates. More indicative of the problem in the neighborhoods surrounding the YouthBuild Boston Academy Charter School, however, is the astounding rate of unemployment among African-American and Hispanic 18-20 year old drop-outs at 43% and 51%, respectively.

UNEMPLOYMENT RATES 18-20 YEAR OLD BOSTON RESIDENTS	
HIGH SCHOOL GRADUATES (All)	22.1%
HIGH SCHOOL DROPOUTS (All)	34.1%
White, non-Hispanic	19.1%
Black, non-Hispanic	43.3%
Hispanic	50.9%

Source: Center for Labor Market Studies, Northeastern Univ.

Even these numbers do not fully reflect the depth of the problem. Labor force participation rates for 18-20 year olds in Boston show that only 43% of African-American and 48% of Hispanic youth without a high school diploma are documented as looking for work, and therefore counted in the unemployment rate.

The true level of unemployment among 18-20 year olds in the neighborhoods surrounding the Academy is best reflected in the employment/population ratio which shows that **only 24 of every 100 African Americans 18-20 year-olds without a high school diploma are employed, while 76% are not employed. The numbers are nearly identical for Hispanics.**

EMPLOYMENT/POPULATION RATIOS 18-20 YR OLD BOSTON RESIDENTS	
HIGH SCHOOL GRADUATES (All)	61.0%
White, non-Hispanic	66.2%
Black, non-Hispanic	46.9%
Hispanic	69.9%
HIGH SCHOOL DROPOUTS (All)	35.6%
White, non-Hispanic	55.2%
Black, non-Hispanic	24.1%
Hispanic	23.7%

Source: Center for Labor Market Studies, Northeastern University

The extraordinary level of unemployment among uneducated Boston youth, and the resulting underground economy built on drug dealing and gangs has sparked an explosion of violence within the city.

The Boston Adolescent Violence Task Force reported in September of 1989 that the homicide rate for 14-24 year olds in Boston was 44% higher than the national average of 5.2 homicides per 100,000 youth. Among Black youth, the statistics are more alarming. The report noted that the rate of homicide among the Boston's Black youth was 41 homicides per 100,000, compared to 10.2 per 100,000 among the city's white youth, and 29.9 per 100,000 Black youth nationally.

But the greatest tragedy of all is neither the high unemployment rate nor the high level of violence among youth that dropped out of school, but rather the overwhelming evidence that these young people, when offered an affirming, dynamic learning environment in which to pursue their education and rebuild their lives, will in fact be drawn in tremendous numbers to that opportunity.

The astonishing number of young people urgently seeking to enroll at the YouthBuild Boston Academy Charter School is the most dramatic evidence of the critical need for a school that truly speaks to the aspirations of Boston's disenfranchised youth.

B. WHY A CHARTER SCHOOL?

The YouthBuild Boston Academy Charter School will demonstrate the fact that, when offered an educational program with the right structure, staff, philosophy and methodology, young people who have dropped out of high school will return to the school system to complete their education, and many will go on to higher education.

At the same time, the YouthBuild Boston Academy Charter School will serve as a model for innovative vocational education, illustrating the tremendous opportunity that vocational education can provide to inspire academic achievement among students who are drawn to a "hands-on" style of learning.

Thirdly, the YouthBuild Boston Academy Charter School will illustrate the power of employer involvement in the educational process, and the earning potential of unemployed young people who gain access to a network of opportunity and support.

Finally, the YouthBuild Academy Charter School will provide an vehicle to acknowledge the academic success of YouthBuild Boston students through the granting of a high school diploma.

4. SCHOOL DEMOGRAPHICS

"We're losing young people out here every day. When I say YouthBuild Boston saved my life and my baby's life, I'm not kidding."

Dorothy Fleming
YouthBuild Boston Graduate
EEO Compliance Officer, College Student

A. LOCATION OF SCHOOL

The YouthBuild Boston Academy Charter School will be located at 504 Dudley Street in the Roxbury section of the city of Boston. YouthBuild Boston is in the final stages of securing funds for the renovation of the future site of the school, and expects to begin the renovation in January of 1995. (Please see section 15 " Building Options" for more detail.)

B. RATIONALE FOR SCHOOL SITE SELECTION

YouthBuild Boston's headquarters and the YouthBuild Boston Academy Charter School are located in the heart of the Roxbury section of the City of Boston.

The location was chosen because the neighborhoods surrounding the school have a particularly urgent need for meaningful, opportunities for out-of-school youth.

Over 35% of 18-24 year olds in the Greater Roxbury area lack a high school diploma, according to the 1990 census. Homicide is by far the leading cause of death among 15-24 year olds in neighborhoods immediately surrounding the Academy, where young people are three times more likely to be murdered than to die in an accident. According to a 1989 report by the Boston Adolescent Taskforce, the homicide rate for Black youth in the area was a staggering 142.6 per 100,000, 2642% higher than the national average among all youth and 376% higher than the national average among black youth.

The severity of unemployment, inadequate education, poverty and crime in the area, along with the serious need for affordable housing are the reason that the YouthBuild Boston Academy Charter School chose to locate in Roxbury.

C. CHARACTERISTICS OF STUDENT POPULATION

The profile of a YouthBuild Boston Academy Charter School student has remained consistent over the school's four year history. In the 1993-94 class, for example, over two-thirds of the young women and half of the young men are themselves parents; 57% are court-involved; nearly half receive public assistance either directly or through a family member; and at least 45% have apparent or hidden substance abuse problems.

1993-94 YOUTHBUILD BOSTON PARTICIPANT DEMOGRAPHICS				
	MEN	WOMEN	TOTAL	%
ALL STUDENTS	31	11	42	100%
Young Parent	16	9	25	59%
Court Involved	23	1	24	57%
Receive Public Assistance	10	9	19	45%
Substance Abuse History	16	3	19	45%

Source: YouthBuild Boston Participant Data Files

Most enter with a lack of confidence in their intelligence and ability to be successful, and feel they have failed at school. Many do not believe that they can really 'make it.' Most will face profound external obstacles to their success and have bad habits that consistently keep them from attaining their goals. Many will be dealing with court cases from their past, struggling to stay away from the life they are trying to leave behind, and looking for a path to a better future for themselves and their young children

D. PLANNED ENROLLMENT

YouthBuild Boston Academy Charter School will enroll between fifty (50) and sixty (60) students during its first year of operation, with a goal of expanding the school to one hundred fifty (150) in year two, two hundred (200) in year three, two hundred fifty (250) in year four, and three hundred (300) in year five.

E. GRADE LEVELS

YouthBuild Boston Academy Charter School will operate as a school without grade levels for the 50-60 older student who have dropped out and are returning to school. Beginning in year two, Charter School will enroll 50 ninth graders and 50 tenth graders, in addition to the older students. In year three, as the ninth and tenth grade move ahead to the tenth and eleventh grades, a new class of 50 ninth graders will be enrolled, bringing the total number of students to 200.

With a new class of ninth graders enrolling in the fourth year, the school will grow to 250 students, serving grades 9 through 12, as well as a class of 50 older students who have dropped out.

In the fifth year, the Charter School will most likely increase the number of students accepted into the ungraded school, bringing the total school enrollment to 300; 200 in grades 9 through 12, and an additional 100 older students in the ungraded class.

The educational program will be competency-based curriculum, with clear outcomes required in all subject areas for advancement to the next grade or graduation. Individual Education Plans track the academic and vocational progress of each student.

The older YouthBuild Boston Academy Charter School students can graduate and receive their diploma after one, two or three years, as required by their academic progress.

5. RECRUITING & MARKETING

"I personally know dozens of people who have kids, left school and want to get into YouthBuild. They don't see a way out. And they see what happened to me in YouthBuild and they want it too."

**Ligelia Baez, Age 21
YouthBuild Boston Academy Student**

A. ATTRACTING A SUFFICIENT POOL OF APPLICANTS

The success and appeal of the YouthBuild Boston Academy Charter School brings hundreds of applicants to the door each year. The response to recruitment efforts historically has been so overwhelming that the Academy is flooded with at least ten applicants for every available seat.

B. SPECIFIC OUTREACH

Outreach and advertising takes place through word of mouth, referrals from community organizations, flyers and posters in English, Spanish and Cape Verdean, newspaper ads, and mailings to potential students who have requested information about the school.

- The YouthBuild Community Coalition is comprised of over two dozen of the City of Boston's strongest and most effective youth outreach organizations such as Gang Peace, the Urban League's Young Father's Program, First Academy residential recovery program, and others. Many young people without a high school diploma make the first step towards reclaiming their education by becoming involved in one of these organizations. Those who exhibit strong motivation to rebuild their lives are referred to the YouthBuild Boston Academy Charter School. Those accepted into the Academy continue their involvement with YouthBuild Community Coalition groups as a key source of support.
- Flyers are be distributed by YouthBuild Boston graduates (who are knowledgeable about reaching high school dropouts) on the streets, in neighborhood stores, at Public Housing facilities, and recreational centers.

- Special outreach to women is conducted at transitional housing programs for homeless women and children, parenting programs, welfare offices, and through street outreach in laundromats and health centers, to ensure that young women and single mothers are aware of the school.
- Newspaper ads are placed in citywide and community newspapers.

6. ADMISSIONS POLICY

A. STANDARDS AND METHODS

The YouthBuild Boston Academy Charter School has established a clear set of standards for admission, and developed a very successful methodology for screening applicants interested in attending the school.

1. Standards

The YouthBuild Boston Academy Charter School focuses on serving young people from throughout the city of Boston. The Academy is looking for students whose interests and aptitudes make them likely to most benefit from and succeed in the learning environment created at the school.

Specifically, the Academy seeks students who have dropped out of school or are at risk of dropping out, and are:

- Motivated to return to school to gain an education, obtain marketable skills;
- Committed to rebuilding their community;
- Prepared to separate themselves from negative street activities; and
- Able to demonstrate basic literacy skills at a minimum of a 4th grade level.

2. Methods

The seven step selection process described below has been developed over the course of the Academy's four years of experience, and is designed to provide the fairest possible assessment of applicants' interest in attending the school.

STEP 1: INFORMATION SESSION

All interested persons participate in a 2 hour information session, where they are given information about the school, its philosophy, expectations, requirements.

STEP 2: APPLICATION

Candidates are then given a written application to complete and are scheduled for an interview.

STEP 3: INTERVIEW

Interviews, conducted by YouthBuild Boston's counseling staff with the assistance of graduates, focus on the candidate's motivation, demonstrated readiness to leave "life on the streets," and seriousness about undertaking the academic and physical regiment required by the Academy. It also involves a frank exploration of potential substance abuse problems, which are a major barrier to individual success. Candidate found to have active substance abuse problems are referred to appropriate treatment programs.

STEP 4: ACADEMIC TESTING

All applicants are then given a reading and math exam to screen for basic literacy. Candidates unable to pass this 4th grade level testing are referred to an Adult Basic Education program and are invited to reapply after acquiring basic literacy skills. Those with marginal literacy skill are provided with special educational supports through individual tutoring.

STEP 5: ADULT SPONSORSHIP

The Academy has found that outside adult support greatly enhances students likelihood of success. Therefore, applicants are asked to identify an adult sponsor prior to enrollment, or are assisted in obtaining a sponsor through YouthBuild Community Coalition such as The Club, the Young Father's Program, Young Mother's Program.

Sponsors must meet with the counselors and sign a sponsorship agreement which outlines his or her responsibilities in supporting the student throughout the

student's career at the Academy.

STEP 6: YOUTHBUILD PREP PROGRAM

The Academy has found that young people coming directly off the streets into YouthBuild spend several months overcoming their own resistance to learning, wasting precious time needed for academic study and vocational skill-building. In response, the Academy developed the YouthBuild Prep Program, a series of activities that take place over a three month period, that both test the motivation level and seriousness of the applicants, and prepare them to get the most out of their year at YouthBuild Boston.

The YouthBuild Prep program requires that applicants:

1. Write a 300 word essay on why the applicant should be accepted into the Academy, what he or she can offer the YouthBuild community, and what he or she expects to learn while in the school. The essay is not used as an academic evaluation, but to measure the young person's willingness to commit himself or herself mentally and academically over the coming year.
2. Complete a community service project of the applicant's choosing. The Academy will help the applicant to identify a project, if necessary. The purpose of this activity is to make sure the applicant understands that YouthBuild Boston Academy Charter School expects young people to give something back to the community as well as gain an education and skills.
3. Complete the YouthBuild Challenge. The YouthBuild Challenge is series of small tasks that require the applicant to demonstrate his or her ability to follow through and take initiative to solve problems. Part 1 of the YouthBuild Challenge requires applicants to obtain a library card, register to vote, obtain a Massachusetts ID.

Several group sessions are held over the three months of the YouthBuild Prep program in which applicants discuss their community service projects and the meaning of community service, to review the experience of completing the YouthBuild Challenge, and to discuss values and expectations for personal and community respect throughout the year.

Preliminary Acceptance

After the first six steps, the Academy accepts those candidates who demonstrate the highest level of motivation and readiness to leave the streets. If there is an excess number of qualified applicants, the Academy will hold a lottery in accordance with M.G.L. Chapter 71, Section 89, giving admissions preference to Boston residents and students who have siblings already attending the school.

STEP 7: MENTAL TOUGHNESS TRAINING

Mental Toughness Training is the final phase of the screening process. This intensive program was designed by YouthBuild Boston staff specifically to help disenfranchised youth transform their own self image from that of feeling powerless to recognizing that they hold the key to a better future. It offers them tools for dealing with adversity. And it teaches them that they have the power to shape their own lives and their own community, not only by physically providing homes for the homeless, but as mentors, leaders and role models to other young people. By all accounts, Mental Toughness Training is a life-altering experience which sets the direction and tone for the entire year, and beyond.

During Mental Toughness Training, students are expected to have perfect attendance and be on time every day for the two week orientation to the Academy. Students who are unable to comply with these standards are unable to enroll. Every student who completes Mental Toughness Training is automatically enrolled.

7. PROFILE OF FOUNDING COALITION

"The Young Fathers Program has been an affiliate of your organization for the past year now... YouthBuild has had such an immense impact on our clientele, that it has allowed me to set higher standards for members just so they can possibly be a candidate for YouthBuild's annual enrollment."

Ron L. Poindexter Jr.
Director, Urban League Young Father's Program

A. YOUTHBUILD BOSTON, INC.

YouthBuild Boston, Inc. is a non-profit youth development organization which holds 501(c)3 status under the IRS code. The organization was launched in 1990 by a coalition of over 60 community-based organizations to give disenfranchised young people an opportunity to turn their lives around through involvement in a dynamic, hands-on academic and vocational education program.

Over its four year existence, YouthBuild Boston has developed an outstanding reputation as a "state of the art" youth development organization that truly meets the underlying needs of young people looking to transform their lives.

YouthBuild Boston is recognized by national policy makers and youth development professionals across the country for its ability to help young people make life-changing and life-saving decisions about their futures. Visitors this past year have included two Clinton Administration cabinet secretaries (U.S. Housing and Urban Development Secretary Henry Cisneros and U.S. Secretary of Labor Robert Reich). Director for the Corporation for National Service, Eli Segal, visited last summer and Senator Barbara Mikulsky of Maryland toured the school this past November with Senator Kerry and Mayor Menino.

YouthBuild Boston has also captured the attention of both the national and local press, with

feature stories on the front page of the New York Times, the Boston Globe and the Boston Herald, in Newsweek, on the cover of Historic Preservation magazine, on National Public Radio, on the ABC Evening News with Peter Jennings, the NBC Nightly News with Tom Brokaw and CBS Sunday Morning with Charles Kuralt.

The YouthBuild Boston Academy Charter School is at the core of the organization's success, demonstrating that respect for the intelligence and potential of disenfranchised young people can yield tremendous results.

The YouthBuild Boston Academy Charter School will operate under the auspices of YouthBuild Boston Inc. YouthBuild Boston Inc. will provide the Academy with a variety of administrative and student support services described elsewhere in this proposal.

B. DECISION TO APPLY FOR A CHARTER

The Board of Directors of YouthBuild Boston Inc. has long been interested in developing a way for the Academy to be a formal school within the City of Boston, able to grant high school diplomas to its graduates.

While the Academy has had a strong, ongoing working relationship with the Humphrey Occupational Resource Center, the established curriculum structure and the staffing requirements of the Boston Public Schools make it impossible for YouthBuild Boston to maintain its model for success and simultaneously become a part of the Boston Public Schools.

Therefore the Board of Directors was very interested in seeking a charter from the State of Massachusetts which would enable it to carry on and strengthen its school, while serving as a model of what quality public education and vocational education can be.

Over its four year evolution, the YouthBuild Boston Academy Charter School has developed numerous very strong affiliations among training institutions, employers, youth organizations and

economic development organizations, all of which have greatly strengthened its ability to successfully serve young people.

1. Vocational Training Affiliations

Humphrey Occupational Resource Center (HORC)., Boston's vocational school located in the heart of Roxbury, has worked extensively with YouthBuild Boston to craft an evening apprenticeship program for non-union construction workers. YouthBuild graduates are primary recruits for the program, which began operations last month.

Carpenter's District Council is a long-standing affiliate of YouthBuild Boston's, identifying qualified carpentry instructors for the Academy, and accepting YouthBuild graduates into its apprenticeship program.

Boston Harbor Project Training Program has a long-standing affiliation with YouthBuild Boston, recruiting YouthBuild graduates into entry-level, training positions for engineering and construction management careers. Graduates who entered the training program in 1991 and 1992 are now in permanent positions making over \$30,000/year plus benefits and tuition reimbursement.

2. Employer Affiliations

As a result of its rapidly growing reputation for graduating motivated, quick-learning, reliable entry level employees, YouthBuild Boston has attracted an extensive network of employers to its three employer taskforces.

Construction

YouthBuild Boston has an astonishing network of strong on-going relationships with many of the City's largest general contracting and engineering firms, and is formally sponsored by the Association of General Contractors, the Contractors Association of Boston, the National Association of Building Contractors and the Minority Developers Association.

Energy Conservation

The Massachusetts Energy Efficiency Council and Boston Edison spearheaded YouthBuild Boston's creation of an energy conservation vocational track, with several of the City's largest energy conservation firms actively working on the curriculum, teaching classes, providing internships and hiring graduates.

Environment

The Environmental Business Council and Clean Harbors, one of Boston's largest environmental firms, have recently formed a taskforce to help YouthBuild graduates access jobs in the environmental field.

3. Youth Organization Affiliations

Almost two years ago, YouthBuild Boston convened the YouthBuild Community Coalition, a network of many of Boston's most effective youth-serving organizations. The YouthBuild Community Coalition provides a vehicle for these groups to share resources, and complement one another's efforts.

Dozens of youth outreach programs have joined the coalition because they are convinced that the YouthBuild Boston provides the kind of effective combination of education, skill development, structure and support needed by the young people with whom they work.

Coalition groups refer candidates to the Academy, sponsor those students, provide them with ongoing support, and bring additional resources and knowledge to the entire YouthBuild student body.

A few of the groups in the YouthBuild Community Coalition are listed below.

Young Father's Program, Urban League: refers young men to the Academy and provides

workshops on parenting and prevention.

Gang Peace: refers high school drop-outs seeking to leave gangs, and provides support to students needing help in extricating themselves from gang-related activities or problems.

FIRST Inc.: Boston's premiere residential substance abuse recovery program, refers its graduates to YouthBuild and provides priority services to YouthBuild students needing treatment.

City Year: refers candidates, accepts YouthBuild applicants who are overqualified for the Academy, and provides two college-level City Year corp members as tutors to the YouthBuild Boston Academy Charter School.

Aswelos House, a transitional home for homeless mothers and their children, refers young women and gives priority housing to female YouthBuild students facing homelessness.

Alianza Hispana: refers students, and provides supplemental academic services for students whose first language is Spanish.

4. Economic Development Affiliations

Dudley Street Neighborhood Initiative is a community-based planning organization that represents the residents of the neighborhood in which the YouthBuild Boston Academy Charter School is located. DSNI was a founding member of the YouthBuild Boston Coalition, and is the organization's primary housing partner in Roxbury.

Jamaica Plain Neighborhood Development Corporation will be YouthBuild Boston's housing partner in the Hyde Square/Mission Hill neighborhood of Jamaica Plain, a neighborhood into which YouthBuild Boston Inc. hopes to expand in the coming year.

C. FUTURE PLANS

1. University Articulation Agreements

Over the coming year, YouthBuild Boston will build on existing relationships with area universities and colleges by establishing formal articulation agreements that provide scholarships to YouthBuild Academy Charter School graduates and possibly provide college credit for advanced level YouthBuild courses. YouthBuild Boston has relationships with Northeastern University, Wentworth Institute of Technology, UMass Boston, Boston University, Bunker Hill Community College, Roxbury Community College, Suffolk University, Wheelock College and the Franklin Institute.

8. TIMETABLE

YouthBuild Boston Academy Charter School is prepared to open as a charter school in September of 1995.

The schedule of activities leading to school start up is outlined below, along with the planned timetable for school operations for the year.

January - October 1994

Preparation of Charter Schools Application.

Designation as Charter School.

CEO Advisory Board Fundraising for building renovation.

Negotiation with EOE for final approval of charter.

January - March 1995

Beginning of renovations at 504 Dudley Street

Staff recruitment and hiring.

Curriculum development and refinement.

Preparation of student outreach and recruitment materials.

July - September 1995

Renovation of 504 Dudley Street continues.

Staff training and development.

Student outreach and recruitment

YouthBuild Prep program.

Student selection.

Staff Retreat.

Student enrollment.

October - December 1995

Renovation of 504 Dudley Street completed.
Mental Toughness Training
Student leadership retreat.
OSHA Safety Training.
Life Management Plan development.
Academic classes begin.
Vocational education classes begin.
Individual and group counseling begins.
Individual tutoring assignments.
Community service learning projects begin.
Youth Policy Committee elections/ 1st meeting.
Student Department Head assignments.
1st student evaluations.

January-March 1996

Academic classes continue.
Voc-ed classes continue.
Community service learning continues.
Blueprint reading class begins.
Vocational education elective classes begin.
Career exploration workshops.

April - June 1996

Academic classes continue.
Voc-ed classes continue.
Community service learning continues.
College prep.

July - September 1996

Leadership retreat.

Competency testing.

College prep.

Graduation.

Job placement services.

Alumni services begin.

9. EVIDENCE OF SUPPORT

"I have seen the commitment which exists on the part of the staff and the young people towards community revitalization. Those of us who are concerned about the future of urban neighborhoods recognize the difference that YouthBuild Boston could make were more resources available to reach more youth."

State Senator Diane Wilkerson
Second Suffolk District
Chair, Committee on Housing and Urban Development

A. COMMUNITY BACKING

Community support for the school's mission is widespread and ranges from parents who look to Academy students to be role models for their younger children, to community organizations offering resources and opportunities to students, to CEO's of the area's largest banks and real estate companies who see their support of the school as a long term investment in the future of the city.

Elected officials across the city and the state including Senator John Kerry, Senator Ted Kennedy, Mayor Menino, Congressman Joe Kennedy, State Senator Diane Wilkerson, State Representative Byron Rushing and many others are strong supporters of YouthBuild Boston, and have pledged their support in continuing the organizations success.

The breadth of community support is readily apparent in support for YouthBuild Boston from neighborhood organizations, community development organizations, the city of Boston, and the private sector.

1. Neighborhood Organizations

YouthBuild Boston Academy Charter School has developed extensive partnerships with a myriad of neighborhood organizations throughout the city.

Shelburne Community Center provides recreational facilities to students, free of charge every Tuesday evening. Students will periodically do community service projects at the Center. **The Boston Family Shelter** and **St. Andrew's Family Shelter** are two shelters with whom YouthBuild Boston has developed relationships. YouthBuild students have volunteered on community service projects with each. **Concerned Black Men** is an organization of African-American men in Boston confronting the epidemic of youth violence. Several YouthBuild staff members and trainees have become active in its efforts. This past year, the manager of YouthBuild Boston's alumni program was honored by the group this year for his contributions to young people in the community.

YouthBuild Boston Parents Organization is an outgrowth of the YouthBuild Alumni Program's Pop Warner football league. YouthBuild Boston graduates created the league so they could serve as coaches and mentors for 7-12 year old boys and girls from the neighborhood. Parents of the young children, in appreciation for the work of YouthBuild graduates, formed a parents association that provides a range of supports for the program.

Churches throughout the city and have recently begun to take notice of the success of YouthBuild Boston. YouthBuild graduates have developed a speakers bureau which speaks at Sunday church services. Numerous churches have offer their support in a variety of ways, including space, speakers, referrals, and funds. Such churches include **Grace Community Church, Morningstar Baptist Church, Dover Church, Twelfth Baptist Church** and others.

2. Community Development Organizations

The founding coalition of YouthBuild Boston included many housing organizations and community development corporations throughout inner city Boston who were interested in creating an alternative education path for neighborhood youth to become employed on their development projects. Today, these and other groups use their leverage with contractors to provide job opportunities to Academy graduates.

A partial list of these organizations includes Nuestra Comunidad Development Corporation, Codman Square Community Development Corporation, Lena Park Community Development Corporation, Boston Housing Partnership, Urban Edge Development Corporation, Massachusetts Housing Finance Agency, the Massachusetts Land Bank and Community Development Corporation of Boston.

3. City of Boston

The city of Boston has invested heavily in the program's infrastructure and provides operational support for YouthBuild Boston's property development services, with project funds from federal and state programs.

The Boston's Public Facilities Department (PFD) has invested \$398,000 over the past year to the development of YouthBuild Boston's transitional housing facility for homeless students which is scheduled to open in September of 1994. The facility will give priority to Academy students who lack a stable living environment. The Boston Redevelopment Authority, which donated the building, also contributed \$175,000 towards the cost of the renovation.

Next year, the city will provide approximately \$280,000 in subsidies and loans for rehabilitation projects where students will study.

4. Private Sector Support

The phenomenal success of YouthBuild Boston's first four years has inspired the program's initial investors. Several of YouthBuild's early private funders have agreed to provide the capital funds needed to expand YouthBuild Boston's school facility in anticipation of the expanded capacity the charter school will require. Already, funding for the purchase of the headquarters has been secured. And a Board of Advisors has committed to raising the funds needed for the renovation of the property. Senator John Kerry hosted the kick-off of this campaign in early February.

Many private businesses provide substantial in-kind support to the organization. The development of YouthBuild's new transitional housing facility is a recent example. A partial listing of private support for the project includes:

- \$60,633 in architectural services from Stull & Lee, the areas largest minority owned architectural firm;
- \$34,975 in pro-bono engineering services from Lemessurier Associates and Shooshanian Engineering;
- \$20,000 in construction materials from Home Depot;
- \$10,000 grant from the Clippership Foundation;
- \$5,000 in construction management services from Shawmut Design and Construction;
- \$10,000 in pro-bono legal service from the firm Corwin and Corwin; and
- \$126,650 from in labor contributed by YouthBuild Boston trainees.

State Street Bank, a strong supporter of YouthBuild Boston, recently hosted a breakfast to introduce the organization to a broader range of potential corporate sponsors.

B. LETTERS OF SUPPORT

Attached.

10. EDUCATIONAL PROGRAM

"The math teacher gives us examples pertaining to the construction site. For example, the perimeter and the area helps a lot in framing. We've got to make sure we understand it before we put up a wall, or else the wall will be crooked or fall."

Keith Sligh, YouthBuild Graduate, Carpenter, Age 21

A. DESCRIPTION OF EDUCATIONAL PROGRAM

The YouthBuild Boston Academy Charter School's educational program is designed to be a rigorous, accelerated course of learning for students with significant deficiencies in their academic skill base.

The course work is structured to enable students to develop a strong foundation in reading, writing and mathematics -- the critical building blocks for any future learning -- and then to move on to applied and higher level studies. The Academy's educational program is a competency-based curriculum, with clear outcomes required in all subject areas for graduation.

Similar to many vocational schools, Academy students alternate between a week in the classroom and a week in the field. Vocational education, like academic studies, has competency-based performance standards, with clear, measurable outcomes. Vocational electives will reinforce and broaden the student's academic skill base through opportunities for applied academic learning.

The YouthBuild Boston Academy Charter School's educational requirements for graduation include competencies in the following:

1. Mathematics
2. English

3. Science
4. Social Studies
5. Life Skills
6. Health
7. Vocational Education

1. Mathematics

Students take an hour and a half of classroom mathematics daily during their school week. The Academy's core mathematics curriculum requires students to develop a strong foundation in mathematics, including use of basic math functions, measurements, fractions, decimals, percentages, geometry and Algebra 1. Advanced students can study Algebra 2 and Trigonometry.

The Academy has developed a curriculum in which construction-related problems are posed for every math topic covered, and the curriculum is integrated onto the work site, where students are required to use their math skills in the course of renovating a building.

Advanced math students can elect to learn architectural drafting, estimating and model-building, all of which draw substantially on mathematical skills.

2. English

Students take an hour and a half of classroom English a daily during their school week. The Academy's core English curriculum requires students to develop a strong foundation in reading comprehension, writing and public speaking, including the ability to express oneself using proper grammar and an expanded vocabulary.

In addition to the basic English course work, students learn to apply their written and verbal English skills to issues of public policy.

- A course called Issues in Education asks students to combine critical thinking, research, debate and writing to explore philosophies of education, the history of public schools in Boston, current initiatives in public education (including charter schools!) and their own and their children's experiences with education. At the end of the course, students publish a book of their best writings on the subject.
- The Academy's Youth Caucus involves students in public policy discussions on youth issues through letter and speech writing, public speaking to the media and to policy makers at public hearings and meetings with officials at City Hall, the State House and in Congress.

This past year, YouthBuild students testified before the U.S. Congress, the Massachusetts State Legislature, and Boston City Council; served as panelists on mayoral and gubernatorial candidates forums; and provided tours of the YouthBuild Boston construction site to U.S. Secretary of Housing and Urban Development Henry Cisneros, U.S. Secretary of Labor Robert Reich, National Service Director Eli Segal, and Senators Kennedy and Kerry, and Senator Barbara Mikulski of Maryland.

SAT Exam Preparation

Students who have passed the GED exam and wish to attend higher education at universities that require an SAT (Student Aptitude Test) exam can choose this elective, in which YouthBuild trainees study math and english through a combination of SAT preparation computer software and the help of student tutors from Massachusetts Institute of Technology.

3. Science and Technology

The Science and Technology curriculum teaches students the skills of scientific inquiry through an interdisciplinary course of study in environmental sciences which integrates earth science, biology chemistry, and use of technology. The course is taught in the context of a student research project within the Roxbury community.

The curriculum, developed in conjunction with Tufts University Professor Pat Hynes, involves students in learning all the skills and concepts necessary to test, develop and implement a remediation plan for lead contaminated soil in yards behind YouthBuild's construction projects. The curriculum reviews the impact of lead on human and plant biology, and teaches the chemistry and earth science skills needed to analyze soil, follow scientific protocols, use soil testing devices, and analyze data from a mass spectrometer.

A vocational elective which teaches students to develop energy efficient buildings provides the opportunity to learn scientific principles of heat loss reduction, to learn applied science and math skills in energy auditing and conservation, and to use energy audit devices and computer technology for conservation purposes. (See Vocational Education)

Introduction to Computers

Students have the opportunity to learn to use WordPerfect and Lotus software through small group workshops and individual tutoring.

4. Social Studies

The Academy's core social studies curriculum is designed to help students develop a broad historic frame of reference, begin to understand their place in history, and develop a basic understanding of the institution of American government.

History

A history course, taught twice a week, focuses on the ancient and modern histories of the ancestors of students that attend the Academy. This survey course includes African history and culture, Caribbean histories and cultures, and the histories and contributions of African American, Latino and Caribbean peoples in the United States.

Government

The core social studies curriculum also includes a study of the structure of American government

and how public policy is made at the City, State and Federal levels. This curriculum is taught in conjunction with Youth Caucus activities described above.

Student Governance

The Academy's student governance and management structures complement academic course work by providing students with hands-on experience in policy-making, consensus-building, negotiating, advocacy and management.

- The Youth Policy Committee is an elected body of 8 students that meets weekly with the Academy Director to represent the students in the development of program policy, and reports back to the entire student body.
- Student Departments provide students with managerial responsibilities in the running of the construction training site, the educational program, internal communications, building maintenance, as well as finance and administration.

Community Service

Community service-learning projects provide a vehicle for students to develop civic pride and to explore issues of social responsibility and community leadership.

YouthBuild Boston trainees volunteer twice a month at various community organizations throughout the City. Volunteer projects in the past have included volunteering with the elderly, staffing an AIDS hotline and delivering food to people with AIDS; serving as aides at a day care center, volunteering at a shelter for the homeless; and mentoring adolescents confined in a Department of Youth Services facility.

5. Life Skills

Another core component of the Academy's curriculum is a Life Skills course that is required of all students. The two hour course, offered once a week, is designed specifically to address issues

critical to the personal development of the students in the YouthBuild Boston Academy Charter School.

The three levels of the course are offered throughout the year and are designed to coincide with issues facing students during their stay at the Academy.

LEVEL I	LEVEL II	LEVEL III
Relationship with Self Relationship with Family Relationship with Children Relationship with Peers Relationship with Society Spirituality	Leadership Evaluation Managing Study Time Study Skills -Environment How People Learn Test Taking - Accuracy & Speed	Research Skills Presenting to an Employer Writing a Resume Writing a Cover Letter Job Interview Role Play Job Responsibility Career Planning

6. Health

The YouthBuild Boston Academy Charter School requires all students to participate in a course on pressing health issues facing Boston youth. The course is comprised of a series of workshops, conducted by speakers from throughout the community, on such topics as drug and alcohol abuse, smoking cessation, AIDS, nutrition, violence prevention, male/female relationships, self-esteem, occupational health and safety.

7. Vocational Education

OSHA Safety Training

Before beginning training on the construction site, all students participate in a week-long Occupational Safety and Health training conducted at the Academy. Primary topics during the training are: General Safety and Health Provisions; Occupational Health and Environmental Controls; Personal Protective and Lifesaving Equipment; Fire Protection and Lifesaving Equipment; Hand and Power Tools; Electrical; Scaffolding; Floors and Wall Openings; Stairways and Ladders; Materials Handling, Storage, Use and Disposal; Cranes, Derricks, Hoists, Elevators and Conveyors; Excavations.

Basic Construction Methods and Carpentry

Upon completion of OSHA training, students begin working at a highly supervised vocational education site where union journeyman carpenters guide them in all phases of a gut rehabilitation including demolition, shoring up, foundation work, rough framing, window installation, insulation, sheetrock, finish carpentry, painting, shingles and porches.

YouthBuild Boston develops Individual Education Plans (IEP) with detailed competencies for its hands-on voc-ed training. Students meet with vocational instructors every two months to evaluate their performance and measure competencies learned.

Major sections of the IEP include orientation to carpentry, operation of power tools, operation of stationary machinery, demolition, constructing foundations, floor framing, framing exterior walls, framing interior walls, framing ceilings and roofs, exterior finishes, finishing the interior, erecting staging.

Through the Academy's leadership development program and vocational electives, students take part in measuring buildings, developing schematics, project management, project accounting, site supervision, crew leadership and building security.

Introduction To Blueprint Reading

All students take an introductory blue print reading course which begins during the second quarter of the year.

Electives

YouthBuild Boston Academy Charter School offers a variety of construction-related vocational electives that provides trainees with a wider range of career opportunities.

All trainees take a vocational elective for a minimum of three hours every other week. Some electives require additional study time. Students self-select for various electives based on their

interest. Some electives have academic preparatory classes as prerequisites.

a. Construction

The construction elective provides a 20 week curriculum which combines workshops, demonstrations, and written materials. The curriculum, developed by YouthBuild Boston, covers a wide range of topics including various advanced power tools, decks, stairs, ceilings, roof framing, rough plumbing, electrical, working drawings, table saws, union and non-union jobs, women in the trades and basic energy conservation. The course takes place three hours every other week, and is coordinated with work on the construction site and the math class.

b. Energy Conservation

The energy conservation elective provides an intensive course on energy auditing and installation. It includes a high concentration in math and science related to such topics as calculating areas to be insulated, calculating volumes from specifications, use of heat loss formulas, ventilation calculations and specifications, theory of conduction and convection, roof types, types of insulations and R values, heating, cooling and fuels and lighting systems. Speakers, field trips and hands-on projects augment classroom learning.

c. Architectural Drafting and CADD

The architectural drafting and CADD elective is YouthBuild Boston's most rigorous elective, requiring that trainees take a two month additional math intensive before being allowed onto to the drafting boards. Those who complete the math course are provided with the materials to build their own drafting tables, and are trained to measure and draw building plans on the boards.

The course, which meets daily for an hour during the construction week, includes freehand sketching, measuring, use of drafting equipment, basic technical drawing, introduction to architectural details, and preparation of working drawings, all of which are integrated

with YouthBuild's renovation projects.

Students are given the opportunity to experience first hand the relevance of their newly gained knowledge of drafting to the worksite. Advanced students are also introduced to computer assisted design software.

Internships

The YouthBuild Boston Internship Program is designed to provide trainees with training experiences not available within the regular construction work, and is reserved for trainees who have obtained a standard of excellence on the more highly supervised YouthBuild construction site. The program serves as a transition between the YouthBuild construction site and a skilled apprenticeship position within a construction company. YouthBuild Boston successfully placed many of the trainees on internships with the participating company this past year.

A Memorandum of Agreement between the contractor and the trainee outlines specific skills to be learned, and specific individual additional arrangements for each internship.

SUPPORTIVE SERVICES

YouthBuild Boston Inc. will provide the Academy with a variety of critical supportive services necessary for the success of the students in the school. These include:

1. Counseling and case management for Academy students;
2. Transitional housing for homeless Academy students;
3. Alumni services for Academy graduates, including job placement, college placement and counseling.

1. Counseling and Case Management

YouthBuild Boston will provide the Academy with one counselor for every 14 students.

Counselors meet on a bi-weekly basis with each students, and more often as needed to provide

personal support and guidance, advocacy, referrals and to work with students to develop a life management plan.

A wide range of assistance and social service referrals are provided for such needs as substance abuse treatment, childcare, legal services, medical services, parenting training, individual or family psychotherapy, sexual abuse supportive services, gang intervention and housing. YouthBuild Boston's counselors have extensive contacts with local human service providers in other social service agencies.

Support Groups

Regular support groups provide opportunities for students to support one another, sometimes confront one another, and generally share experiences that assist in the personal transformation process. Men's and women's groups are especially important in addressing issues that are specific to students based on their gender.

Case Management

Critical to the success of YouthBuild Boston Academy Charter School is the weekly case management meeting between teachers, carpentry instructors and counselors. Staff gather to exchange information about individual students and to identify coordinated strategies to address problems that have manifested themselves in the classroom and/or on the construction site. The strategies developed are incorporated by all staff into their work with the student, under the coordination of the counselor.

2. Transitional Housing

YouthBuild Boston Academy Charter School has witnessed a serious crisis of homelessness and dangerous housing situations among many of its students. At the urging of students, YouthBuild Boston Inc.'s most recent construction project was the development of a low-cost dormitory for homeless young people. Homeless students attending YouthBuild Boston Academy Charter School have first priority for the dorm rooms.

3. Alumni Services

Alumni Services provided to Academy graduates by YouthBuild Boston, Inc. include job placement, college placement, and continued counseling.

Job Placement Services

YouthBuild Boston Inc. has a strong job development and placement department, and is committed to finding a well-paying, career-oriented jobs for all graduates who successfully complete the Academy's requirements for placement.

In the Academy's 1993 class, 80% of YouthBuild graduates qualified for job placement, and 100% of them were placed in jobs averaging \$10/hour.

College Placement Services

YouthBuild Boston Inc. offers all Academy graduates access to its college placement services, which provides assistance in researching colleges, applying for acceptance and financial aid, gaining access to the support services available at the college, and obtaining information about additional possible scholarships.

Alumni Counseling

YouthBuild Boston Inc. provides ongoing counseling and support services to graduates, including career and personal counseling, advocacy and referrals. All graduates are expected to meet regularly with an alumni counselor for at least one year after graduation from the Academy.

B. TEACHING METHODS

The YouthBuild Boston Academy Charter School uses a wide range of teaching methods to convey information to students. Classroom activities take a variety of interactive formats including hands-on projects, small group assignments, peer-taught activities, one-on-one tutors, computer-based learning, use of films, libraries, and other forms.

At the Academy, the school is seen as a laboratory, and the role of the teaching staff is to create opportunities for experimentation in a protected environment. This includes experimentation with performing on a job, renovating buildings, planning construction projects, speaking publicly, managing a project, and planning a microbusiness enterprise.

But teaching at the YouthBuild Boston Academy Charter School is not confined to a classroom. The Academy views the entire community as part of its school, and actively seeks ways to create applied learning opportunities in a real-world environment. Teaching takes place on a construction site, in a vacant lot filled with lead-based soil, in an architectural office, at a community service project, and in the halls of Congress.

Drawing on the principles laid out in the Carl Perkins Act which requires that vocational education programs teach "all aspects of an industry", rather than just a narrow skill, YouthBuild Boston Academy Charter School engages students in exploring all aspects of not only the housing and construction industry, but the broader field of community development.

This broad definition of the "industry," ensures that students not only have an opportunity to explore the trades, construction planning, management and entrepreneurship, but also to examine some of the historic, environmental, political and social facets of community development, and consider careers in those aspects of the industry. In fact, about 1/4 of the graduates of the 1993 class chose to pursue careers within this broader definition of community development, entering jobs as youth advocates, counselors, health advocates and pursuing higher education toward degrees in Criminal Justice, Social Work, Counseling, Community Development and Law.

This teaching strategies of tailoring the academic pace to the individual student, of designing interactive methods of learning, of viewing school as a laboratory, and treating the entire community as part of the school, are what make the YouthBuild Boston Academy Charter School a dynamic institution that has hundreds of high school drop-outs pressing to come back to school.

C. SCHOOL CALENDAR AND HOURS OF OPERATION

The YouthBuild Boston Academy Charter School operates twelve months a year. Recruitment begins in May, with new students notified of their acceptance into the school in August. Graduation takes place in September and new students enter in October. Students can graduate and receive their diploma after one, two or three years, as required by their academic progress.

The Academy is open from 8am to 8:30pm, Monday through Thursday, and 8am to 4pm on Friday. First year students attend school from 8am to 4pm. After their first year, students who did not complete the graduation requirements will either be required to attend the fulltime day program for a second year, or, more often, will be provided with day-time internship, and scheduled to attend evening Academy classes to complete the required course work for their diploma.

11. STUDENT PERFORMANCE

A. PLAN TO ASSESS STUDENT PERFORMANCE

Every component of the YouthBuild Boston Academy Charter School, including its support services, is tailored to impact on each student's overall job readiness and ability to maintain economic independence. This commitment to developing the individual student's long-term economic capacity is at the heart of the school's past success at attracting and retaining disenfranchised, out of school youth.

To ensure that graduates not only get a job, but keep a job, the Academy has developed a review system which divides performance expectations into three levels. Students must advance from Level 1 to Level 3 in order to receive a certificate of graduation from the YouthBuild Boston Academy Charter School. Each level contains academic, vocational and social/behavioral standards to be attained.

All students enter the YouthBuild Boston Academy Charter School at Level 1. When a student meets the requirements to move to Level 2, he or she is eligible to participate in the school's internship program, which usually involves students in off site training. To advance to Level 3, students must demonstrate the maturity, skills, and motivation needed to maintain employment.

Since entry level placements of YouthBuild graduates have consistently been into career-oriented jobs averaging \$10/hour plus benefits, students can see the advantages of striving to meet the performance standards set by the Academy.

In its performance standards, the YouthBuild Boston Academy Charter School continues to reward the student's successes, tailoring its support to areas that need continued growth, and continuing to hold out high expectations for overall performance.

The YouthBuild Boston Academy Charter School will comply with the minimum standards for

performance and testing as established by the Commonwealth.

If, after a year at the Academy, a student completes all his or her vocational and social requirements, but has not yet met the academic requirements for graduation, he or she can be placed in a full-time, paid one-year internship and attend night courses at the Academy to complete diploma requirements.

If a student completes all his or her academic requirements but has not yet met the social/behavioral requirements for Level 3, he or she may be granted a high school diploma, but will not be eligible for job placement. YouthBuild's Alumni Program provides a vehicle for graduates to continue to work toward Level 3 social performance through community service projects, to demonstrate readiness to be placed on a job.

In keeping with the Level system, the Academy's student performance plan focuses on three areas:

- Academic
- Vocational
- Social / Behavioral

A Life Management Plan is developed by each student and his or her counselor, based on a joint assessment of the student's educational, vocational, psychosocial, legal and medical needs and goals. Barriers to achieving the goals outlined in the plan are identified, and a plan to overcome barriers is developed. This plan, revised on a regular basis, becomes the blueprint for the work done in one-on-one counseling sessions and the advocacy and referral services provided by the counselor.

An Individual Education Plan, developed by the teachers with each student, maps out the student's academic objectives every two months. Performance is assessed based on the student's attainment of competencies.

And a Worksite Evaluation measures the student's performance on the site every two months. It measures attainment of vocational competencies including assessment of work habits, performance and retention of construction concepts and vocabulary taught on the site.

B. REMEDIATION FOR UNDERPERFORMING STUDENTS

At the YouthBuild Boston Academy Charter School, there is no such thing as an academically underperforming student. The Individualized Education Plans are tailored to each student's academic level.

All students have the opportunity to receive individualized tutoring based on their personal needs. Tutoring is provided by volunteers, MIT college students, City Year interns and Academy teachers, at established times during the school day and after school. In the past, the Academy has provided tutoring for students for whom English is a second language, students with learning disabilities, students who needed assistance in a particular part of the coursework and students who wished to pursue some form of advanced studies.

YouthBuild Boston Academy Charter School supplements its tutoring capacity with computerized self-tutoring educational programs.

"Underperforming" at the YouthBuild Boston Academy Charter School is defined as an inability to conduct oneself with self-discipline, motivation and respect for oneself and others.

Remediation for socially underperforming students is handled by counselors, in consultation with other members of the staff team. A wide range of strategies are used to help students address the emotional and social problems that may impede their development, including a contract and team interventions.

The YouthBuild Contract outlines a clear set of expectations for students. Infractions of the contract are handled by the student's counselor. A variety of consequences and incentives, built

into the structure of the YouthBuild program, can be effective in certain situations to help "underperforming" students to change their behavior.

When a student is exhibiting consistently self-destructive behavior (often, but not always, related to hidden substance abuse problems), the counselor may decide to hold a team intervention, in which Academy staff members with whom the student is closest, meet together with the counselor and the student to address the student's behavior and the likely consequences of continuing down that path. These team interventions are highly structured, supervised by a trained staff member, and offer specific avenues for help. They have been highly successful in creating the type of tough-love environment that allows these young people to transform their lives.

C. MEASURING SKILL DEVELOPMENT

Each part of the Academy's curriculum has a defined, measurable set of competencies required for graduation. Skill development is measured through the demonstrated attainment of these competencies.

A variety of techniques are used to assess competency attainment including written and oral exams, problem-solving projects, and completion of assignments specially designed to demonstrate competency.

12. SCHOOL EVALUATION

"No community investment program has ever produced more immediate interest and positive comment from this office than [YouthBuild Boston's] pioneering work in the inner city."

**Michael F. Glavin, Manager
Community Reinvestment Programs, Bank of Boston**

A. SCHOOL ASSESSMENT AND EVALUATION

The Board of Directors of YouthBuild Boston have developed a five year strategic plan for the organization, with benchmarks to measure its success in meeting both short-term and long term objectives.

Annual goals are developed the management team, approved by the board and reviewed at the end of each year.

YouthBuild Boston is an affiliate YouthBuild USA a national association of YouthBuild programs which has established a set of program standards against which YouthBuild Boston evaluates its performance. YouthBuild Boston is represented on the Coordinating Council¹ of YouthBuild USA's Directors Association.

The Academy's Youth Policy Committee provides ongoing assessment of the school's effectiveness in meeting the needs of students.

B. DIALOGUE WITH PARENTS AND COMMUNITY

The Academy encourages parents of students enrolled in the YouthBuild Boston Academy Charter School to have maintain extensive contact with teachers, counselors, vocational instructors and other staff, and to be involved in decision making about their children at all levels.

The reality of the lives of the disenfranchised young people entering the Academy is that they seldom have strong family support systems, often living alone as a result of having left dysfunctional situations, or living in shelters, on the streets, or with various friends and relatives. Many students turn to YouthBuild for the family-like atmosphere and support they have been unable to find elsewhere.

For these students, the Academy seeks to provide the strong adult involvement they need to assist them in personal development. Each student is referred to one of the dozens of the youth development programs affiliated with the Academy through the YouthBuild Community Coalition to be matched with a "sponsor" who plays a strong role in the student's life throughout his or her career at the Academy.

In addition to their involvement in student development, sponsors are a key part of decisions made concerning student discipline, learning experiences, suspensions and terminations.

13. HUMAN RESOURCE INFORMATION

A. TEACHING STAFF

The YouthBuild Boston Academy Charter School seeks out a special kind of individual to be an educator at its school.

The Academy looks for educators who:

- have a commitment to the Academy's philosophy of education;
- have a history of teaching young adult learners;
- have an understanding of cultural and racial diversity;
- have demonstrated skill at working with students with low academic self-confidence
- have expertise in their field of instruction;
- have a demonstrated ability to teach academic skills in an applied learning environment;
- have a commitment to developing creative, interactive teaching strategies; and
- demonstrate a high level of respect for the intelligence of the young people they will be teaching.

The YouthBuild Boston Academy Charter School has consistently found that its best teachers have not necessarily had formal credentials, but have had the kind of background and experience that enabled them to successfully teach YouthBuild students. Therefore, the Academy does not require teacher certification for its educators. YouthBuild Boston Inc. is pursuing resources to provide incentives for teachers who pursue certification while teaching at the Academy.

YouthBuild Boston Academy Charter School does an extensive search to recruit appropriate candidates to teach at the school. In the case of field instructors, the Carpenter's Union refers candidates directly to the YouthBuild Boston Academy Charter School.

Candidates are asked to submit resumes, and appropriate candidates are selected for a two-step interview process. The first step involves interviews with Academy management and reference checks. Final candidates are then referred for an interview with the Youth Policy Committee, who are trained in interviewing potential staff. This final interview provides the management with critical information about the attitudes of candidates toward young people and whether they are truly appropriate for the YouthBuild Boston Academy Charter School.

All employees complete a six month probationary period before they are offered permanent positions at YouthBuild Boston.

MANAGEMENT AND ADMINISTRATION

School management and administration staff for the Academy are currently in place.

Jackie Gelb, Executive Director

Jackie is the founder of YouthBuild Boston and the YouthBuild Boston Academy Charter School. The Academy Director will report directly to Jackie. (See page 60.)

David Lopes, Academy and Program Director

The YouthBuild Boston Academy Charter School and all related support services provided by YouthBuild Boston Inc. are managed by the Academy and Program Director, David Lopes.

David is a businessman from the Greater Roxbury community, who owned his own construction company for over 20 years, before coming to YouthBuild Boston.

David has worked at YouthBuild Boston since its inception, continuously receiving promotions. From his initial role as construction manager to Director of Housing Rehabilitation, to his current role as Academy and Program Director, David has been known for his outstanding talents as a teacher, a role model and a manager.

David is on the steering committee for the reorganization of Humphrey Occupational Resource Center at Madison Park High School. He has developed a national reputation in the field of youth development, and was flown to Los Angeles after the 1991 riot to consult with youth programs on starting a YouthBuild school there. David played a central role in the conception and development of YouthBuild Boston's Mental Toughness Training Program.

Lea Campolo, Director of Education

Director of Education, Lea Campolo, is an educator, a carpenter and a Rabbi. She has over seven years of experience teaching both academic and vocational skills to young adult learners from the Greater Roxbury community in non-traditional settings. She was a founding staff member at YouthBuild Boston, having taught previously at Homebuilders Institute. She has mentored young women carpenters, and teaches religious education courses to children and adults.

Having done poorly in math as a youngster, Lea taught herself mathematics as an adult when she decided to become a carpenter. Lea draws on her own experience as a non-traditional learner in her curriculum development work for YouthBuild Boston. She created YouthBuild Boston's innovative math curriculum, vocational education curriculum, energy conservation curriculum, and Issues in Education course. She has taught these and other courses at YouthBuild, and was instrumental in the development of the Mental Toughness Training Program.

STAFF SIZE

The targeted staff size for the first year of the Academy with 50-60 students is 3 teachers, 4 field instructors, 1 Director of Education, and 50% time of the Academy and Program Director.

During the second year of the Academy, the school will need an additional teachers and field instructors for the second year, as the school grows to include ninth and tenth graders.

During the full-time day program, the Academy will have 3 teachers for up to 30 students who are in classes, and 4 instructors for up to 30 students who are in the field. Classroom teachers will be

supplemented by teaching assistants and tutors, provided by universities and by City Year.

Classroom teachers will teach an average of 17 hours/week, using the remaining time for prep work, grading, individual tutoring, meetings, and curriculum development.

B. EVALUATION OF TEACHERS AND ADMINISTRATORS

All staff at YouthBuild Boston Inc. are evaluated at the end of their six month probationary period, and then annually at the end of each school year. Evaluations are conducted by immediate supervisors.

Student concerns about staff performance are raised through the Youth Policy Committee, and handled by management as appropriate.

C. OTHER EMPLOYMENT INFORMATION

Salary Ranges

Teachers and Instructors:	\$25,000 to \$30,000
Director of Education:	\$30,000 to \$35,000
Academy and Program Director:	\$40,000 to \$55,000

Fringe Benefits:

1. Yearly salary cost of living adjustments are dependent upon the availability of funds. Increases may also be given based upon performance and the evaluation by an employee's supervisor.
2. YouthBuild Boston will pay 75% of the premiums for either individual or family health insurance to all employees through YouthBuild's health care provider, or through an equivalent policy of equal or lesser cost. Family health insurance is available to all employees who provide primary caretaking responsibilities to their children, regardless of marital status.

3. Once an employee has successfully completed the probationary period, YouthBuild Boston will provide the following extended benefits plan:

- a. Individual Dental Insurance;
- b. Group Term Life Insurance equal to one year's annual salary;
- c. Short-Term Disability Insurance.

Any employee working at least 75% of fulltime will receive the full package of fringe benefits. Any employee working 50-74% of fulltime will receive a proportionate payment toward the health insurance benefits offered fulltime employees. Any employee working less than half-time will receive no benefits.

Paid holidays are: New Year's Day, Martin Luther King's Birthday, Presidents' Day, Memorial Day, Labor Day, Columbus Day, Thanksgiving (2 days), Christmas (2 days).

Vacation is accrued on YouthBuild Boston's fiscal year based upon the following schedule:

Year 1	2 weeks;	Year 2-3	3 weeks;	Year 4+	4 weeks.
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Sick days accrue at the rate of 1 a month for the duration of the fiscal year. Personal days accrue at the rate of one per four months.

YouthBuild Boston's parental leave policy applies to both situation of natural birth and adoption. The maximum leave, paid or unpaid, is 12 weeks. Two weeks of paid time off toward parental leave is offered to permanent full-time employees.

A Staff Code of Conduct, developed by YouthBuild Boston staff in 1991, establishes the standards of behavior to which the staff holds itself. (Attached).

14. SCHOOL GOVERNANCE

A. INTERNAL MANAGEMENT

YouthBuild Boston Inc., the fiscal sponsor of the YouthBuild Boston Academy charter School, has highly skilled team of professional managers. The senior management team is comprised of:

Jackie Gelb, Executive Director, is the founder of YouthBuild Boston, and has a Masters Degree in community development which includes training in housing development finance and non-profit financial management. She has a bachelor's degree in economics and has overseen YouthBuild Boston's development over the past 4 years.

Andre Burr, Director of Finance and Administration, came to YouthBuild Boston after working Finance Director at a national grassroots environmental organization with a \$5 million annual budget. His experience includes five years as an accountant at a CPA firm specializing in non-profits.

Gary Daffin, Director of Development, has six years of experience in the management of public funds. Before coming to YouthBuild Boston, he was a Senior Planner at the Massachusetts Department of Employment and Training.

David Lopes, Academy and Program Director, has been with YouthBuild Boston since its inception in 1990, and has over 25 years experience in developing affordable housing. David owned and ran a general contracting firm prior to joining the YouthBuild Boston staff.

B. BOARD OF TRUSTEES

YouthBuild Boston Inc. has a strong, active, racially diverse Board of Directors, comprised of community residents, business professionals, educators, property development specialists, human service professionals and three Academy graduates. The YouthBuild Boston Academy Charter School will be governed by a Board of Directors, operating as a 501(c)3 tax exempt educational

institution. The Board of Directors will be responsible for recruiting new members to the Board, based on the needs of the school. The Board will recruit members whose skills and expertise are appropriate for governing a public school.

C. ROLES AND RESPONSIBILITIES OF BOARD

The Board of Directors is responsible for fiscal oversight, long-range planning, monitoring program quality, and resource development for all aspects of the organization.

YouthBuild Boston, Inc. recently created a Board of Advisors, comprised of top-level corporate executives, including the presidents and CEO's of major banks and real estate development firms in the Boston area. The role of the Board of Advisors is to help YouthBuild Boston Inc. establish strong business and corporate relationships throughout the city, and to raise the funds necessary to complete renovation of a facility to house the new Charter School.

Committees of the Board will serve as vehicles for bringing resources, skills and knowledge to specific areas. Committees can include both Board and non-Board members, and are chaired by Board members. Standing committees of the Board are described below.

Executive Committee, comprised of the board officers and the chairpeople of all standing committees, carries out the work of the board between board meetings, drafts proposals for board consideration, provides ongoing guidance to the Executive Director, conducts the annual review of the Executive Director, and nominates new Board members to the Board of Directors.

Education Committee oversees the development of charter school, including the monitoring of overall academic quality and curriculum development. The committee also plays an important role in helping the Academy access support from colleges and universities in the area, including the development of articulation agreements.

Finance Committee plays an active role in reviewing monthly financial statements, reviewing and

recommending the annual budget to the Board of Directors, monitoring fiscal systems of the organization, and providing the Board with needed information to ensure financial accountability. The committee also hires the organization's Director of Finance and oversees the audit process.

Development Committee oversees the fundraising, marketing, public relations and cultivation work of YouthBuild Boston, and plays a central role in running the Friends of YouthBuild Campaign, designed to diversify the organization's funding base and involve a larger number of individuals, churches and synagogues and corporations in supporting YouthBuild Boston.

Property Development Committee provides expertise, pro-bono services and oversight on all aspects of the project including selection of projects, ownership structure, building use, architectural plans, budgets, development, and property management, and works to create access to funds, in-kind services and political contacts which can help with the development of properties.

Job Placement Committee, YouthBuild Boston's main employer taskforce, focuses on accessing jobs in the construction and property management fields. Represented on this taskforce are the Association of General Contractors, the Association of Building Contractors, the Contractors Association of Boston and the National Association of Contractors. In addition, a representative from the City of Boston's Capital Planning Department (which oversees the renovation of libraries, schools, police buildings and other public properties), the Director of Facilities Operations for one of the areas largest hospitals, and the community's largest property management firm sit on the taskforce.

D. RELATIONSHIP OF BOARD TO STAFF AND STUDENTS

YouthBuild Boston's Board of Directors meets regularly with senior management, and is actively involved in consultation with Academy teachers and staff in the to develop of curricula and budgets, acquisition of resources, in obtaining support for the school from business community, local government, and by building linkages with higher education institutions and other agencies

throughout the city. Board members conduct workshops and discussion groups with students on a wide range of topics including preparation of income tax returns, career exploration, personal development, and others.

E. PARENTAL AND STUDENT INVOLVEMENT IN DECISION MAKING

As described earlier, many of the parents of YouthBuild Boston students are not that actively involved with their children's lives at this point in their development. However, many of the members of the Board and many of the Academy's staff are parents living in the Greater Roxbury community.

The students have a great deal of involvement in the decision making of the organization.

As mentioned earlier:

- three YouthBuild graduates sit on the Board of Directors; and
- eight YouthBuild Academy students serve on the Youth Policy Committee, which meets weekly with the Executive Director and Academy/Program Director to represent the concerns of the students, discuss any needed changes in the YouthBuild program, to interview all final candidates for employment, and provide valuable feedback to senior management

F. COMMUNITY INVOLVEMENT

The community is very actively involved in many aspects of YouthBuild Boston, Inc., participant on board committees, serving as student speakers on a wide range of topics, mentoring students, linking students to community service projects, identifying construction projects, helping to access job placement opportunities and mobilizing a wide range of resources on behalf of the organization.

15. BUILDING OPTIONS

The YouthBuild Boston Academy Charter School will rent space in a building located at 504 Dudley Street in Roxbury. The building is currently unoccupied and in need of a major renovation, which is being undertaken by the Dudley Economic Empowerment Project (DEEP). Architectural design work on the building is underway, and construction is slated to begin in January of 1995, with a completion date of Fall 1995, in time for the opening day of classes at the YouthBuild Boston Academy Charter School.

The newly renovated school facility will include classrooms, tutoring rooms, a library, a college resource center, a job development center, computer labs, counseling rooms, teachers' and school administrative offices, and a vocational training center that includes an architectural drafting workshop. The building also will house administrative and other office space for YouthBuild Boston, Inc., and will contain ample room for storage of tools, equipment, materials and vans, with additional space rented to the Dudley Street Neighborhood Initiative and local businesses.

The school building will be easily accessible by public transportation, has greenspace for student use in the back lot, and is near a large city park with a large open field, two baseball diamonds, a basketball court, and a tennis court. The park is well lit in the evenings. Both YouthBuild students and children participating in a Pop Warner after-school football and tutoring programs students can easily make use of the park.

School Building Financing

The cost of renovating the building at 504 Dudley Street is estimated at \$2,000,000. Financing will come from federal, city, and private sources.

A \$1.2 million in a grant from the Economic Development Administration of the U.S. Department of Commerce is currently in the final stage of approval. The City of Boston's Public Facilities Department has agreed to provide \$300,000 in matching funds for the project. And YouthBuild

Boston, Inc. has launched a capital campaign to raise the additional \$500,000 necessary to purchase and renovate the school building. A Board of Advisors, comprised of many of Boston's leading banking and real estate executives, was established in early 1994 to assist the organization in its capital campaign effort. In addition to approximately \$100,000 in architectural design work donated by Payette Associates, over \$275,000 has been raised to date toward the \$500,000 goal. The Bank of Boston has taken a lead role in the campaign, with major supporters including:

- \$112,500 from the Charles Hayden Foundation;
- \$50,000 from the Amelia Peabody Foundation;
- \$50,000 from New England Development
- \$25,000 from The Beacon Companies;
- \$15,000 from the McCourt Company;
- \$15,000 from Corcoran & Company;
- \$15,000 from Metropolitan Structures; and
- \$10,000 from Boston Capital.

To reach its goal of \$500,000 for the renovation, YouthBuild Boston will need the support of start-up funds from the Commonwealth.

16. CODE OF CONDUCT

A. RULES AND GUIDELINES GOVERNING BEHAVIOR.

The YouthBuild Boston Academy Charter School is built on respect for the intelligence of young people, and for their ability to contribute to the creation a safe, nurturing learning environment for their fellow students. All students at the YouthBuild Boston Academy Charter School are expected to take personal responsibility for maintaining the highest possible standards of conduct and achievement.

At the start of each year, students will be required to read and sign the YouthBuild Contract, which outlines the behavior expected throughout enrollment in the school, and specifies the possible consequences of violating the rules and guidelines governing the school.

B. EXPULSION AND SUSPENSION POLICIES

The YouthBuild Boston Academy Charter School Student Handbook will outline expulsion and suspension provisions, in accordance with Massachusetts General Laws Chapter 71, Section 37H, as amended by Section 26 of Chapter 71 of the Acts of 1993 and by Section 1 of Chapter 380 of the Acts of 1993.

More specifically, the YouthBuild Boston Academy Charter School Student Handbook will contain the policies listed below regarding suspension and expulsion. Decisions to suspend or expel any student will be made by the Academy and Program Director of the Charter School. Students may appeal the decision to the Executive Director.

EXCESSIVE ABSENCES

YouthBuild Boston Academy Charter School students are expected to maintain excellent attendance throughout the year. If a student must be absent for any reason, he or she should make every possible attempt to notify the school of the absence before it occurs, and is required to notify the school by 7:45a.m. of the day of the absence. Excessive unexplained absences may result in suspension or expulsion.

LEAVING SCHOOL WITHOUT NOTICE

YouthBuild Boston Academy Charter School expects all students to remain at school for the full school day. Leaving without prior authorization may result in suspension or, in cases of repeated unauthorized leaving, expulsion.

BAD ATTITUDE / DISRUPTIVE BEHAVIOR

Consistently exhibiting attitudes that have a negative effect on the ability of other students to learn will not be tolerated at the YouthBuild Boston Academy Charter School. Students are required to apply themselves, participate in class, and follow the instructions of teachers and school staff. Students who constantly argue, sleep in class, are insubordinate to school staff, and engage in disruptive behavior may be suspended.

DANGEROUS OR CARELESS BEHAVIOR

Dangerous or careless behavior ranges from blatant misuse of school equipment, supplies, and tools, to failure to report fellow students engaged in a violation of school rules. Such behaviors will not be tolerated and may result in suspension.

DESTROYING PROPERTY

Students will be held financially accountable for intentional destruction of any school property. Such behavior may result in suspension from the school.

PHYSICAL, VERBAL, OR EMOTIONAL ABUSE AND THREATS OF VIOLENCE

Violence and abuse, of fellow students or school staff, will not be tolerated at YouthBuild Boston Academy Charter School in any form. Any student engaged in such behavior is subject to immediate suspension or expulsion.

STEALING

Stealing is unacceptable at the YouthBuild Boston Academy Charter School. Any student caught stealing must return or replace the stolen property, and is subject to suspension or expulsion.

POSSESSION OF WEAPONS, POSSESSION OF DRUG PARAPHERNALIA

Weapons of any kind are prohibited on the YouthBuild Boston Academy Charter School campus. Any student found possessing a weapon, including, but not limited to, a gun or knife, may be subject to immediate expulsion.

Possession of drugs or drug paraphernalia will not be permitted. Students discovered with drugs in their possession may be suspended or expelled.

DRUG DEALING

Drug dealing will not be permitted at YouthBuild Boston Academy Charter School. Any student caught dealing drugs will be expelled from the school.

COMING TO SCHOOL UNDER THE INFLUENCE OF DRUGS OR ALCOHOL

Students who come to school under the influence of drugs or alcohol may be immediately suspended. Repeated incidences may result in mandatory referral for substance abuse treatment or expulsion.

LYING

Any student whose behavior, including dishonesty and lying, endangers the safety of the students or staff of the YouthBuild Boston Academy Charter School may be expelled.

17. SPECIAL NEEDS STUDENTS

The YouthBuild Boston Academy Charter School will accomodate special needs students who are appropriate to the best of its ability, in accordance with the provisions of M.G. L. Chapter 71B and 603 CMR 28.00. The school will coordinate with the Boston Public Schools to provide resources and referrals for students whose needs are beyond the scope of the services available at the school.

18. FUNDING

A. START-UP BUDGET

Start-up costs for the YouthBuild Boston Academy Charter School will include the cost of renovating an adequate facility; purchase of essential equipment and supplies; planning and curriculum development; purchase of school textbooks and materials; staff training and administrative costs during the period.

Item	Cost
Renovation of 504 Dudley Street	\$2,000,000
Equipment &Supplies	\$ 75,000
Planning & Curriculum Development	\$ 50,000
Textbooks & Materials	\$ 15,000
Staff Training	\$ 5,000
Administrative Costs	0
TOTAL	\$2,150,000

Building Renovation

As outlined in Section 15 of this proposal, the YouthBuild Boston Academy Charter School will rent space in a facility located at 504 Dudley Street in Roxbury. The building will be owned and managed by the Dudley Economic Empowerment Project (DEEP), and developed by YouthBuild Boston, Inc. in time for the beginning of the school year. Funding for the renovation of the building is expected to come from the following:

- \$1.2 million in a grant from the Economic Development Administration of the U.S. Department of Commerce, currently in the final stage of approval;
- \$300,000 in funds from the City of Boston's Public Facilities Department; and
- \$500,000 to be raised by YouthBuild Boston, Inc. To date, \$277,500 has been raised.

Other Start-Up Costs

YouthBuild Boston Inc. must raise the funds needed for start-up costs in addition to the building renovation. YouthBuild expects to require assistance from the Commonwealth for these costs, along with substantial corporate and foundation support.

B. 5-YEAR BUDGET

A five year budget for the YouthBuild Boston Academy Charter School is attached. The budget reflects enrollment of 50 students in year 1; 150 students in year 2; 200 students in year 3; 250 students in year 4; and 300 students in year 5.

C. ANTICIPATED REVENUE

YouthBuild Boston, Inc. will raise cash funds and provide in-kind services to the YouthBuild Boston Academy Charter School during the first three years of the school to offset the budget deficiency resulting from per pupil tuition revenue. YouthBuild Boston, Inc. has a strong track record of securing private foundation and corporate support.

Charter School Operating Budget

Five Year Projection

DESCRIPTION	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999
REVENUES					
Per Pupil Tuition Revenue	311,850	963,600	1,323,400	1,704,000	2,106,000
Student Entitlements					
Grants	75,755	155,305	150,000	150,000	75,000
TOTAL REVENUES					
EXPENSES					
<i>Direct Student Costs:</i>					
Transportation	3,500	10,500	14,000	17,500	21,000
Supplies	7,100	21,300	28,400	35,500	42,600
Computers and Materials	12,270	24,540	36,810	49,080	61,350
Field Study	4,830	9,660	14,490	19,320	24,150
Insurance Expense	15,755	18,070	20,431	22,840	25,297
Total Direct Student Costs	43,455	84,070	114,131	144,240	174,397
<i>Personnel:</i>					
Principal/Executive	51,000	138,200	145,110	152,365	159,983
Teachers	162,000	510,700	698,190	859,090	1,101,830
Clerical	12,000	49,200	51,700	75,250	79,013
Custodians					
Benefits	56,250	174,525	223,750	280,676	335,206
Staff Development	2,500	7,500	10,000	12,500	15,000
Total Personnel	283,750	880,135	1,128,750	1,415,881	1,691,032
<i>Occupancy:</i>					
Rent	32,000	84,000	96,000	120,000	144,000
Mortgage					
Maintenance					
Utilities					
Janitorial Supplies	3,500	7,000	10,500	14,000	17,500
Total Occupancy	35,500	91,000	106,500	134,000	1,101,500
<i>Office:</i>					
Supplies	3,000	6,000	9,000	12,000	15,000
Equipment Rental/Maintenance	5,000	12,000	15,000	18,000	21,000
Telephone/Communications	3,000	9,000	12,000	15,000	18,000
Accounting & Payroll	9,400	28,200	37,600	47,000	56,400
Printing & Copying	2,500	4,500	10,000	12,500	15,000
Postage & Shipping	2,000	4,000	6,000	8,000	10,000
Total Office	24,900	63,700	89,600	112,500	135,400
<i>Other:</i>					
TOTAL EXPENSES	387,605	1,118,905	1,438,981	1,806,621	2,162,329
EXCESS (or DEFICIENCY)	0	0	34,419	47,379	18,671
BEGINNING FUND BALANCE	0	0	0	34,419	81,798
ENDING FUND BALANCE	0	0	34,419	81,798	100,469

1. YouthBuild Boston, Inc. will provide grant funds for first 5 years.
2. Rent includes utilities and maintenance.

19. ACCOUNTABILITY

A. ANNUAL REPORT

The YouthBuild Boston Academy Charter School will compile and submit an annual report to the Secretary of Education each year in accordance with M.G. L. c.71 s.89. The annual report will cover the preceding school year and will include a discussion of the progress made toward goals set forth in the charter, along with a complete financial statement listing the revenues and expenditures for the most recent year.

The Board of Directors, the Executive Director, and the Academy and Program Director will be responsible for preparation of the report.

B. REVIEW OF SCHOOL FINANCES AND ACCOUNTS

YouthBuild Boston Inc. will take full responsibility for assuring regular review of the Charter School's finances and accounts. An independent financial audit will be conducted annually.

C. MAINTENANCE OF SCHOOL RECORDS

All school records will be maintained, and access to information in the records controlled, in accordance with the provisions of 603 CMR 23.

The Charter School Academy and Program Director will be responsible for maintaining student records and for controlling the access to and dissemination of the records, which will include transcripts and temporary records as defined in 603 CMR 23. A member of the executive staff will be trained and appointed the custodian of the records, which will be stored in locked files.

The YouthBuild Boston Academy Charter School will develop a system to compile all the data required for reports to be submitted to in accordance with public school law, including the Individual School Report and the School System Summary.

20. TRANSPORTATION

The YouthBuild Boston Academy Charter School will provide stipends for T-passes, if necessary, and will coordinate with the Boston Public Schools to make transportation arrangements for students, in accordance with M.G. L. Chapter 71, Section 89.

21. LIABILITY AND INSURANCE

A. INSURANCE COVERAGE

YouthBuild Boston, Inc. will expand its insurance policies to cover the charter school and take out separate policies where appropriate. The Charter School will pay an appropriate share of the cost of insurance premiums.

B. DOCUMENTATION OF BUILDING SAFETY AND SOUNDNESS

The YouthBuild Boston Academy Charter School will rent space at 504 Dudley Street in Roxbury. Renovation of the facility will begin in January of 1995, and will be completed in time for the beginning of the 1995-96 school year. Prior to the beginning of the school year, YouthBuild Boston Academy Charter School will submit documentation of the following:

- Inspection by a local building inspector;
- Inspection by the Boston Fire Department;
- Approval under M.G.L. c.148 from the appropriate licensing authority for use of any explosives and flammable compounds or liquids in connection with courses taught at the school; and
- Compliance with all other federal and state health and safety laws and regulations that pertain to the YouthBuild Boston Academy Charter School facility.

22. GOVERNANCE DOCUMENTS

The YouthBuild Boston Academy Charter School will complete all incorporation documents and submit copies to the Executive Office of Education before the Charter is granted. Articles of Incorporation and By-Laws will be filed with the Secretary of State's office in October of 1994.

The YouthBuild Boston Academy Charter School will operate as a 501(c)3 tax exempt educational institution, governed by Chapter 180 of the General Laws of Massachusetts. An application for 501(c)3 tax exempt status will be filed with the Internal Revenue Service in November of 1994.

YouthBuild Boston Academy Charter School

Budget Narrative

Year 1

DIRECT STUDENT COSTS

Transportation - \$ 70 per student x 50 students

Supplies - \$142 per student x 50 students

Computers and Materials \$245.40 per student x 50 students

Field Study \$ 96.6 per student x 50 students

Insurance Expenses \$ 205.52 per student x 50 students

SALARIES

.09 FTE Executive Director @ \$60,000

.40 FTE Program Director @ \$54,000

.75 FTE Education Coordinator @ \$32,000

6.0 FTE Teachers @ \$27,000

0.5 FTE Administrative Assistant @\$24,000

Benefits calculated at 25% of Salaries and includes health insurance, workers compensation, FICA, state unemployment insurance, dental insurance, and short term disability

OCCUPANCY

Rent = 4000 square feet @ \$8/ft and includes utilities and maintenance for the facility

Janitorial Supplies = \$291.66 per month

OFFICE

Supplies = \$250/month x 12 months

Equipment Rental & Maintenance = \$416.66 per month x 12 months

Telephone/Communications = \$250/month x 12 months

Accounting/Payroll = \$783.33 per month x 12 months

Printing/Copying = \$50 per student x 50 students

Postage & Shipping = \$166.66 per month x 12 months

Year 2

SALARIES

.09 FTE Executive Director @ \$60,000 (+ 5%)
.40 FTE Program Director @ \$54,000 (+5%)
1.0 FTE Charter School Administrator @ \$45,000
.75 FTE Education Coordinator @ \$32,000 (+5%)

6.0 FTE Teachers @ \$27,000 (+5% for 6 teachers)
12 FTE Teachers @ \$27,000
1.0 FTE Administrative Assistant @\$24,000 (+5%)
1.0 FTE Administrative Assistant @ \$24,000

Benefits calculated at 25% of Salaries and includes health insurance, workers compensation, FICA, state unemployment insurance, dental insurance, and short term disability

RENT

12,000 square feet @ \$7/ft and includes utilities and maintenance of the facility.

Year 3

SALARIES

.09 FTE Executive Director @ \$60,000 (+5%, +5%)
.40 FTE Program Director @ \$54,000 (+5%, +5%)
1.0 FTE Charter School Administrator @ \$45,000 (+5%)
.75 FTE Education Coordinator @ \$32,000 (+5%, +5%)

6.0 FTE Teachers @ \$27,000 (+5%, +5%)
12 FTE Teachers @ \$27,000 (+5%)
6.0 FTE Teachers @ \$27,000
1.0 FTE Administrative Assistant @\$24,000 (+5%, +5%)
1.0 FTE Administrative Assitant @ \$24,000 (+5%)

Benefits calculated @ 25% of Salaries and includes health insurance, workers compensation, FICA, state unemployment insurance, dental insurance, and short term disability

RENT

16,000 square feet @ \$6/ft and includes utilities and maintenance of the facility.

Year 4

SALARIES

.09 FTE Executive Director @ \$60,000 (+5%, +5%,+5%)
.40 FTE Program Director @ \$54,000 (+5%, +5%,+5%)
1.0 FTE Charter School Administrator @ \$45,000 (+5%, +5%)
.75 FTE Education Coordinator @ \$32,000(+5%, +5%,+5%)

6.0 FTE Teachers @ \$27,000 (+5%, +5%, +5%)
12 FTE Teachers @ \$27,000 (+5%, +5%)
6.0 FTE Teachers @ \$27,000 (+5%)
6.0 FTE Teachers @ \$27,000

1.0 FTE Administrative Assistant @\$24,000(+5%, +5%, +5%)
1.0 FTE Administrative Assistant @ \$24,000 (+5%, +5%)
1.0 FTE Secretary @ \$21,000

Benefits calculated @ 25% of Salaries and includes health insurance, workers compensation, FICA, state unemployment insurance, dental insurance, and short term disability

RENT

20,000 square feet @ \$6/ft and includes utilities and maintenance of the facility.

Year 5

SALARIES

.09 FTE Executive Director @ \$60,000 (+5%, +5%, +5%,+5%)
.40 FTE Program Director @ \$54,000 (+5%, +5%,+5%, +5%)
1.0 FTE Charter School Administrator @ \$45,000 (+5%, +5%,+5%)
.75 FTE Education Coordinator @ \$32,000(+5%, +5%,+5%,+5%)

6.0 FTE Teachers @ \$27,000 (+5%, +5%, +5%, +5%)
12 FTE Teachers @ \$27,000 (+5%, +5%, +5%)
6.0 FTE Teachers @ \$27,000 (+5%, +5%)
6.0 FTE Teachers @ \$27,000(+5%)
6.0 FTE Teachers @ \$27,000

1.0 FTE Administrative Assistant @\$24,000(+5%, +5%, +5%, +5%)
1.0 FTE Administative Assistant @ \$24,000 (+5%, +5%, +5%)
1.0 FTE Secretary @ \$21,000 (+5%)

Benefits calculated @ 25% of Salaries and includes health insurance, workers compensation, FICA, state unemployment insurance, dental insurance, and short term disability

RENT

24,000 square feet at \$6/ft and includes utilities and maintenance of the facility.

DRAFT

The Commonwealth of Massachusetts

OFFICE OF THE MASSACHUSETTS SECRETARY OF STATE
MICHAEL J. CONNOLLY, Secretary
ONE ASHBURTON PLACE, BOSTON, MASSACHUSETTS 02108

ARTICLES OF ORGANIZATION

(Under G.L. Ch. 180)

ARTICLE I

The name of the corporation is:

YouthBuild Boston Charter School

ARTICLE II

The purpose of the corporation is to engage in the following activities:

YouthBuild Boston Charter School is a non-profit organization incorporated under Chapter 180 to the general laws of Massachusetts whose purpose is to provide young people with a family-like, hands-on learning environment in which they can obtain an education, gain valuable skills and prepare for a lifetime of continued learning and economic independence.

C ☐
P ☐
M ☐
R.A. ☐

Note: If the space provided under any article or item on this form is insufficient, additions shall be set forth on separate 8½ x 11 sheets of paper leaving a left hand margin of at least 1 inch. Additions to more than one article may be continued on a single sheet so long as each article requiring each such addition is clearly indicated.

P.C.

ARTICLE III

If the corporation has one or more classes of members, the designation of such classes, the manner of election or appointments, the duration of membership and the qualification and rights, including voting rights, of the members of each class, may be set forth in the by-laws of the corporation or may be set forth below:

The Corporation. The Corporation shall consist of a body of Members who shall be the Directors of the Corporation then in office and those persons who may be elected as Directors by the majority of Directors. The Directors may set requirements for membership to continued membership.

Termination of Membership. Any Director of the Corporation may resign by filing their resignation in writing with the Directors or with the Clerk of the Corporation, and any Director may be removed from membership for any reason by vote of Directors at any meeting of the Board of Directors duly held, provided that notice of such action is set forth clearly in written notice mailed to all Directors. Not less than two-thirds of the Directors then in office shall be necessary for the removal of any Director.

ARTICLE IV

• Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or members, or of any class of members, are as follows:

• If there are no provisions, state "None".

Note: The preceding four (4) articles are considered to be permanent and may ONLY be changed by filing appropriate Articles of Amendment.

ARTICLE IV

DRAFT

The Corporation shall have the following powers in the furtherance of its corporate purposes:

- 1) The Corporation shall have perpetual succession in its corporate name;
- 2) The Corporation may sue and be sued;
- 3) The Corporation may have a corporate seal, which it may alter at its pleasure;
- 4) The Corporation may elect or appoint directors, officers, employees and other agents, fix their compensation and define duties and obligations;
- 5) The Corporation may purchase, receive, take by grant, gift, devise or bequest or otherwise deal in and with real or personal property, or any interest therein, wherever situated, and in an unlimited amount, in furtherance of the Corporation's charitable, educational, or scientific purposes;
- 6) The Corporation may solicit and receive contributions from any and all sources and may receive and hold, in trust or otherwise, funds received by gift or bequest;
- 7) The Corporation may make contracts, give guarantees and incur liabilities, borrow money at such rates of interest as the corporation may determine, issue its notes, bonds, and other obligations, and secure any interest in, all or any of its property or any interest therein, wherever situated;
- 8) The Corporation may lend money, invest and re-invest its funds, and take and hold real and personal property as security for the payment of funds so loaned or invested;
- 9) The corporation may be a partner in any business enterprise which it should have power to conduct by itself;
- 10) The Corporation may make contributions or donations to other organizations;
- 11) The Corporation may be an incorporator or other corporations of any type or kind;
- 12) The directors may make, amend or repeal the by-laws in whole or in part, except with respect to any provision thereof which by law or the by-laws requires action by the members;
- 13) The Corporation may do business, carry on its operations, and have offices and exercise all powers granted or permitted by Massachusetts General Laws, Chapter 180 (as such chapter may incorporate powers available under other chapters of Massachusetts General Laws), as now in force or as hereinafter amended, in any jurisdiction within or without the United States, although the Corporation shall not be operated for the primary purpose of carrying on for profit a trade or business unrelated to its tax-exempt purpose;
- 14) The corporation may pay pensions, establish and carry out pension, savings, thrift and other retirement, incentive and benefit plans, trusts and provisions for any and all of its employees;

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The Corporation shall, to the extent legally permissible and only to the extent that the status of the Corporation as an organization exempt under Section 501 (c) 3 of the Internal Revenue Code is not effected thereby, indemnify each of its directors, officers, employees and other agents (including persons who serve at its request as directors, officers, employees or other agents of another organization in which it has an interest) against all liabilities and expenses, including amounts paid in satisfaction of judgements, in compromise or as fines and penalties, counsel fees, reasonably incurred by him in connection with the defense or disposition of any action, suit or other proceeding, whether civil or criminal, in which he may be involved or with which he may be threatened, while in office or thereafter, by reason of his being or having been such a director, officer, employee or agent, except with respect to any matter as to which he shall have been adjudicated in any proceeding not to have acted in good faith in the reasonable belief that his action was in the best interest of the Corporation; provided, however, that as to any matter disposed of by compromise payment by such director, officer, employee or agent, pursuant to a consent decree or otherwise, no indemnification either for said payment or for any other expenses shall be provided unless such compromise shall be approved as in the best interests of the Corporation, after notice that it involves such indemnification: i) by a disinterested majority of the directors then in office; or ii) by a majority of the disinterested directors then in office, provided that there has been obtained an opinion in writing of independent legal counsel to the effect that such director, officer, employee or agent appears to have acted in good faith in the reasonable belief that his action was in the best interest of the Corporation; or iii) by a majority of the disinterested members entitled to vote, voting as a single class. Expenses, including counsel fees, reasonably incurred by any such director, officer, trustee, employee or agent in connection with the defense or disposition of any such action, suit or other proceeding may be paid from time to time by the undertaking of such individual to repay the amounts so paid to the Corporation if he shall be adjudicated to be not entitled to indemnification under Massachusetts General Laws, Chapter 180, section 6. The right of indemnification hereby provided shall not be exclusive of or affect any other rights to which any director, officer, employee or agent may be entitled. Nothing contained herein shall affect any rights to indemnification to which corporate personnel may be entitled by contract or otherwise under law. As used in this paragraph, the terms "directors", "officers", "employee", and "agent" include their respective heirs, executors and administrators, and an "interested" director is one against

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ARTICLE V

By-laws of the corporation have been duly adopted and the initial directors, president, treasurer and clerk or other presiding, financial or recording officers, whose names are set out below, have been duly elected.

ARTICLE VI

The effective date of organization of the corporation shall be the date of filing with the Secretary of the Commonwealth or if a later date is desired, specify date, (not more than 30 days after date of filing).

January 11, 1995

The information contained in ARTICLE VII is NOT a PERMANENT part of the Articles of Organization and may be changed ONLY by filing the appropriate form provided therefor.

ARTICLE VII

a. The street address of the corporation IN MASSACHUSETTS is: (post office boxes are not acceptable)

173 A Norfolk Avenue, Roxbury, MA

b. The name, residence and post office address of each of the initial directors and following officers of the corporation are as follows:

	NAME	RESIDENCE	POST OFFICE ADDRESS
President:	Robert Credle	7 Ware Street,	Dorchester, MA 02125
Treasurer:	Paul Yelder	6 Mt. Cushing Terrace,	Dorchester, MA 02125
Clerk:	Paul Yelder	6 Mt. Cushing Terrace,	Dorchester, MA 02125

Directors: (or officers having the powers of directors).

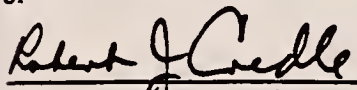
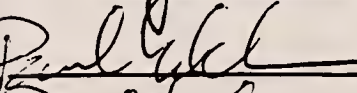

NAME	RESIDENCE	POST OFFICE ADDRESS
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c. The fiscal year of the corporation shall end on the last day of the month of: September

d. The name and BUSINESS address of the RESIDENT AGENT of the corporation, if any, is: None

I/We the below-signed INCORPORATORS do hereby certify under the pains and penalties of perjury that I/We have not been convicted of any crimes relating to alcohol or gaming within the past ten years. I/We do hereby further certify that to the best of my/our knowledge the above-named principal officers have not been similarly convicted. If so convicted, explain.

IN WITNESS WHEREOF and under the pains and penalties of perjury, I/WE, whose signature(s) appear below as incorporator(s) and whose names and business or residential address(es) ARE CLEARLY TYPED OR PRINTED beneath each signature do hereby associate with the intention of forming this corporation under the provisions of General Laws Chapter 180 and do hereby sign these Articles of Organization as incorporator(s) this day of 19 .

	Robert Credle	7 Ware Street,	Dorchester, MA	02125
	Paul Yelder	6 Mt. Cushing Terrace,	Dorchester, MA	02125
	Paul Yelder	6 Mt. Cushing Terrace,	Dorchester, MA	02125

NOTE: If an already-existing corporation is acting as incorporator, type in the exact name of the corporation, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said corporation and the title he/she holds or other authority by which such action is taken.

THE COMMONWEALTH OF MASSACHUSETTS

ARTICLES OF ORGANIZATION

GENERAL LAWS, CHAPTER 180

I hereby certify that, upon an examination of the within-written articles of organization, duly submitted to me, it appears that the provisions of the General Laws relative to the organization of corporations have been complied with, and I hereby approve said articles; and the filing fee in the amount of \$35.00 having been paid, said articles are deemed to have been filed with me this

day of 19

Effective date

MICHAEL J. CONNOLLY
Secretary of State

**A PHOTOCOPY OF THESE ARTICLES OF ORGANIZATION SHALL BE
RETURNED**

TO: _____

Telephone: _____

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BY-LAWS

YOUTHBUILD BOSTON CHARTER SCHOOL

ARTICLE I - The Corporation

1. Name. The name by which the Corporation shall be know is YouthBuild Boston, Inc. (Which shall hereinafter be referred to as the "Corporation").

2. Purpose. The Corporation is a non-profit organization incorporated under Chapter 180 of the general laws of Massachusetts whose purpose is to provide young people with a family-like, hands-on learning environment in which they can obtain an education, gain valuable skills and prepare for a lifetime of continued learning and economic independence.

ARTICLE II - Membership

1. The Corporation. The Corporation shall consist of a body of Members who shall be the Directors of the Corporation then in office and those persons who may be elected as Directors by the majority of Directors. The Directors may set requirements for membership to continued membership.

2. Termination of Membership. Any Director of the Corporation may resign by filing their resignation in writing with the Directors or with the Clerk of the Corporation, and any Director may be removed from membership for any reason by vote of Directors at any meeting of the Board of Directors duly held, provided that notice of such action is set forth clearly in a written notice mailed to all Directors. Not less than two-thirds of the Directors then in office shall be necessary for the removal of any Director.

ARTICLE III - Board of Directors

1. Powers. The Directors may exercise all the powers of the Corporation except such as are required by law or the Articles of Organization or By-Laws to be otherwise exercised. They shall have the general direction, control, and management of the activities of the Corporation. Except as otherwise provided by the By-Laws, they shall have the power to lease, and sell such property, and to make such contracts and agreements as they deem advantageous. They may determine their own compensation and the compensation and duties on addition to those prescribed by the By-Laws, of all officers, agents, and employees of the Corporation.

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2. Election. A Board of Directors of such number not less than (10) and not more than (40) shall be initially elected by the incorporators. The term of the initial Board of Directors shall expire as reflected in the attached document. All subsequent board members shall be elected for a term of (2) years.

3. Tenure. Except as otherwise provided by law or these by-laws, each Director shall hold office until the next annual meeting or mid year meeting after their term expires.

4. Vacancy. Any vacancy in the Board of Directors may be filled by a vote of a majority of the remaining Directors.

5. Meetings. The Directors shall hold a regular meeting each year as soon as practicable after final adjournment of the annual meeting. Other meetings shall be held as often as the needs of the Corporation may in their opinion require. The YouthBuild Charter School shall operate in accordance with the Open Meeting Law of the Commonwealth of Massachusetts.

6. Notice of Meetings. Meetings of the Directors may be called by the President, Vice-President, the Treasurer, or any two or more Directors. Notice of the time and place of all regular meetings of the Directors shall be given by the Clerk, and of any special meetings by the Clerk or the officer calling them meeting. Notice may be given orally, by telephone, telegraph, or in writing; and notice given in time to enable the Directors to attend, or in any case notice sent by mail or telegraph to a Director's usual or last known place of business or residence, at least three days before the meeting, shall be sufficient. Any meeting of the Directors shall be a legal meeting without notice if each Director by a writing filed with the records of the meeting, waives such notice. Every Director who attends a meeting, and every absent Director who shall waive notice thereof by a writing filed with the records of the meeting or who shall sign such records, shall be deemed to have been duly notified of such meeting.

7. Quorum of Directors. At any meeting of the Directors, a majority of the Directors at the time in office, so long as there shall be not less than (10) or more than (40) holding office, shall constitute a quorum. A lesser number than a quorum may adjourn any meeting from time to time without further notice. Unless otherwise provided by law, or these By-Laws, business may be transacted by vote of a majority of those in attendance at any meeting at which there is a quorum.

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The Corporation shall, to the extent legally permissible and only to the extent that the status of the Corporation as an organization exempt under Section 501 (c) 3 of the Internal Revenue Code is not effected thereby, indemnify each of its directors, officers, employees and other agents (including persons who serve at its request as directors, officers, employees or other agents of another organization in which it has an interest) against all liabilities and expenses, including amounts paid in satisfaction of judgements, in compromise or as fines and penalties, counsel fees, reasonably incurred by him in connection with the defense or disposition of any action, suit or other proceeding, whether civil or criminal, in which he may be involved or with which he may be threatened, while in office or thereafter, by reason of his being or having been such a director, officer, employee or agent, except with respect to any matter as to which he shall have been adjudicated in any proceeding not to have acted in good faith in the reasonable belief that his action was in the best interest of the Corporation; provided, however, that as to any matter disposed of by compromise payment by such director, officer, employee or agent, pursuant to a consent decree or otherwise, no indemnification either for said payment or for any other expenses shall be provided unless such compromise shall be approved as in the best interests of the Corporation, after notice that it involves such indemnification: i) by a disinterested majority of the directors then in office; or ii) by a majority of the disinterested directors then in office, provided that there has been obtained an opinion in writing of independent legal counsel to the effect that such director, officer, employee or agent appears to have acted in good faith in the reasonable belief that his action was in the best interest of the Corporation; or iii) by a majority of the disinterested members entitled to vote, voting as a single class. Expenses, including counsel fees, reasonably incurred by any such director, officer, trustee, employee or agent in connection with the defense or disposition of any such action, suit or other proceeding may be paid from time to time by the undertaking of such individual to repay the amounts so paid to the Corporation if he shall be adjudicated to be not entitled to indemnification under Massachusetts General Laws, Chapter 180, section 6. The right of indemnification hereby provided shall not be exclusive of or affect any other rights to which any director, officer, employee or agent may be entitled. Nothing contained herein shall affect any rights to indemnification to which corporate personnel may be entitled by contract or otherwise under law. As used in this paragraph, the terms "directors", "officers", "employee", and "agent" include their respective heirs, executors and administrators, and an "interested" director is one against

ARTICLE IV

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The Corporation shall have the following powers in the furtherance of its corporate purposes:

- 1) The Corporation shall have perpetual succession in its corporate name;
- 2) The Corporation may sue and be sued;
- 3) The Corporation may have a corporate seal, which it may alter at its pleasure;
- 4) The Corporation may elect or appoint directors, officers, employees and other agents, fix their compensation and define duties and obligations;
- 5) The Corporation may purchase, receive, take by grant, gift, devise or bequest or otherwise deal in and with real or personal property, or any interest therein, wherever situated, and in an unlimited amount, in furtherance of the Corporation's charitable, educational, or scientific purposes;
- 6) The Corporation may solicit and receive contributions from any and all sources and may receive and hold, in trust or otherwise, funds received by gift or bequest;
- 7) The Corporation may make contracts, give guarantees and incur liabilities, borrow money at such rates of interest as the corporation may determine, issue its notes, bonds, and other obligations, and secure any interest in, all or any of its property or any interest therein, wherever situated;
- 8) The Corporation may lend money, invest and re-invest its funds, and take and hold real and personal property as security for the payment of funds so loaned or invested;
- 9) The corporation may be a partner in any business enterprise which it should have power to conduct by itself;
- 10) The Corporation may make contributions or donations to other organizations;
- 11) The Corporation may be an incorporator or other corporations of any type or kind;
- 12) The directors may make, amend or repeal the by-laws in whole or in part, except with respect to any provision thereof which by law or the by-laws requires action by the members;
- 13) The Corporation may do business, carry on its operations, and have offices and exercise all powers granted or permitted by Massachusetts General Laws, Chapter 180 (as such chapter may incorporate powers available under other chapters of Massachusetts General Laws), as now in force or as hereinafter amended, in any jurisdiction within or without the United States, although the Corporation shall not be operated for the primary purpose of carrying on for profit a trade or business unrelated to its tax-exempt purpose;
- 14) The corporation may pay pensions, establish and carry out pension, savings, thrift and other retirement, incentive and benefit plans, trusts and provisions for any and all of its employees;

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ARTICLE V - Executive Officers

1. Officers. The officers of the Corporation shall consist of a President, Vice President, Treasurer/Clerk and such other officers as the Directors may from time to time elect. No officer may hold more than one office at a time.

2. Election. The officers of the Corporation shall be elected by the Directors at the annual meeting of the corporation. Officers are elected for a two year term.

3. Vacancy. Any vacancy in any office held by a person may be filled for the unexpired balance of the term by vote of the Directors or by appointment by all of the Directors if less than a quorum shall remain in office.

When an officer is, in the opinion of a majority of the Directors, unable to perform their duties, the Directors may by vote appoint a temporary officer to act until further vote by the Directors with power to perform all or part of the duties of such officer.

4. President and Vice-President. The President shall, if present, preside at all meetings of members and of Directors. The President shall have general supervision and control over the activities of the Corporation, except as otherwise provided by the By-Laws or from time to time determined by the Directors. The Vice-President, unless otherwise determined by the Directors, shall have and perform the powers and duties of the President whenever the President is absent or unable to act, or such of them or such other powers and duties of the President whenever the President is absent or unable to act, or such of them or such other powers and duties as may from time to time be determined by the Directors.

5. Clerk/Treasurer The Clerk/Treasurer shall be a resident of Massachusetts. The Clerk/Treasurer, subject to the control and direction of the Directors, shall have and perform such powers and duties as may be prescribed in the By-Laws or from time to time determined by the Directors. The Treasurer shall have custody of all moneys, obligations, contracts, and other valuable documents of the Corporation except their own bond, and the record books; and shall keep accurate books of account of all the transactions of the Corporation. All property of the Corporation in their custody shall be subject at all times to the inspection and control of the Directors. If required by the Directors, the Treasurer shall, at the corporations' expense, give bond to the Corporation for the faithful performance of their duties, in such form and amount, with such sureties, and to be held by such officer as the Directors may determine.

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The Clerk/Treasurer shall attend all meetings of the Directors, and shall record upon the record book of the Corporation minutes of the proceedings at such meetings. The Clerk/Treasurer shall have custody of the record books of the Corporation. In the absence of the Clerk/Treasurer from any meeting, a temporary Clerk shall be appointed by the meeting.

ARTICLE VI - Committees

The Directors may from time to time appoint one or more committees consisting of Directors or other person, as the Directors shall determine, and the members of any committee shall have such tenure, authority and duties as the Directors shall determine.

ARTICLE VII - Miscellaneous Provisions

1. Fiscal Year. Except as otherwise determined by the Directors, the fiscal year of the Corporation shall be October 1 through September 30.

2. Seal. Subject to change by the Directors, the Corporation shall have a seal which shall bear its name, the word, "Massachusetts", and the year of its incorporation, and such other device or inscription as the Directors may determine. ✓

3. Execution of Instruments. Negotiable paper shall be signed, endorsed or accepted by the Treasurer, or by any other officer authorized by the Directors, and shall be countersigned if and as the Directors determine. The Directors may from time to time designate the person or persons who shall sign, countersign, endorse, or accept such negotiable paper in the absence of other persons exercising authority hereunder and who shall execute on behalf of the Corporation contracts, deeds and other written instruments.

4. Evidence of Authority. A certificate by the Clerk or temporary Clerk as to any action taken by the members, Directors, or any officer or representative of the corporation shall as to all persons who rely thereon in good faith be conclusive evidence of such action. The exercise of any power which by law or under these By-Laws, or under any vote of the members or of the Directors, may be exercised in case of absence or any contingency shall bind the Corporation in favor of any one relying thereon in good faith, whether or not the absence or contingency existed.

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ARTICLE VIII - Indemnification

1. Indemnification of Officers and Directors. The Corporation shall indemnify and hold the Directors, officers, and employees of, and volunteer workers for, the Corporation harmless in accordance with the provisions set forth as follows.

A. Definition. For purposes of this Article:

(a) A "Director" or "Officer" means any person serving in an office filled by appointment or election by the Directors, members and also includes (i) a Director or Officer of the Corporation serving at the request of the Corporation as a director, officer, employee, trustee, partner or other agent of another organization, and (ii) and person who formerly served as such a Director or Officer;

(b) "Expenses" means (i) all expenses (including attorney's fees and disbursements actually and reasonably incurred in defense or a Proceeding, in being a witness to a Proceeding, or in successfully seeking indemnification under this Article, and (ii) any judgement, awards, fines, penalties or damages paid in connection with a Proceeding by or in the right of the Corporation; and

(c) A "Proceeding" means any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative, and any claim which could be the subject of a Proceeding.

2. Right to Indemnification. Except as limited by law the Corporation shall indemnify its Directors, Officers, and Employees against all Expenses incurred by them in connection with any Proceedings in which they are involved as a result of their service as a Director, Officer, and Employee except that (1) no indemnification shall be provided for any Director, Officer or Employee regarding a matter as to which it shall be adjudicated that they did not act in good faith and in the reasonable belief that their action was in the best interests of the Corporation, or with respect to a criminal matter, that they had reasonable belief that their action was in the best interests of the Corporation, or with respect to a criminal matter, that they had reasonable cause to believe that their conduct was unlawful, and (ii) no indemnification shall be provided for any Director, Officer or Employee with respect to any Proceeding by or in the right of the Corporation or alleging that a Director, Officer or Employee received an improper personal benefit if they are adjudged liable to the Corporation in such Proceeding or is determined to be ineligible for indemnification under circumstances pursuant to Section 5 of this Article.

3. Settled Proceedings. If a Proceeding is comprised or

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settled in a manner which imposed an liability or obligation upon Directors, Officer or Employees no indemnification shall be provided to them with respect to a Proceeding by or in the right of the Corporation unless a court having jurisdiction determined pursuant to Section 5 of this Article on the basis of the circumstances known at that time (without further investigation) that said Director, Officer or Employee is ineligible for indemnification.

4. Advance Payment. Except as limited by law, expenses incurred by Directors, Officers or Employees in defending any Proceeding, including a Proceeding by or in the right of the Corporation, shall be paid by the Corporation to said Director, Officer or Employee in advance of final disposition of the Proceeding upon receipt of their written undertaking to repay; such amount if they are adjudicated or determined pursuant to Section 5 of the Article to be ineligible for indemnification, which undertaking shall be an unlimited general obligation but need not be secured and may be accepted without regard to the financial ability of such person to make repayment; provided, however, that no such advance payment of Expenses shall be made if it is determined pursuant to Section 5 of this Article on the basis of the circumstances known at that time (without further investigation) that said Director, Officer or Employee is ineligible for indemnification.

5. Determination: Payments. The determination of whether a Director, Officer or Employee is eligible or ineligible for indemnification under this Article shall be made in each instance (a) a majority of the Directors or a committee thereof who are not parties to the Proceeding in question, (b) independent legal counsel appointed by a majority of such Directors, or if there are none, by a majority of the Directors in office, or (c) a majority vote of member who are not parties to the Proceeding in question. Notwithstanding the foregoing, a court having jurisdiction (which need not be the court in which the Proceeding in question was brought) may grant or deny indemnification in each instance under provisions of law and this Article. The Corporation shall be obliged to pay indemnification applied for by Director, Officer or Employee unless there is adverse determination (as provided above) within 45 days after application. If indemnification is denied, applicants may seek an independent determination of their right to indemnification by a court, and in such event the Corporation shall have the burden of providing that the applicant was ineligible for indemnification under this Article.

6. Article. The Corporation shall have the power to purchase and maintain insurance on behalf of any agent, employee, Director or Officer against any liability or cost incurred by them relating to their service as such, or arising out of their status as such, whether or not the Corporation would have the power to indemnify

then against such liability or cost.

7. Responsibility With Respect to Employee Benefit Plan. If the Corporation or any of its Directors or Officers sponsors or undertakes any responsibility as a fiduciary with respect to an employee benefit plan, then for purposes of indemnification of such persons under this Article (i) a "Director" "Officer" shall be deemed to include any Director or Officer of the Corporation who serves at its request in any capacity with respect to said plan, (ii) such Director or Officer shall not be deemed to have failed to act in good faith in the reasonable belief that their action was in the best interests of the participants or beneficiaries of said plan, and (iii) "Expenses" shall be deemed to include any taxes or penalties imposed on such Director or Officer with respect to said plan under applicable law.

8. Heirs and Personal Representatives. The indemnification provided by this Article shall inure to the benefit of the heirs and personal representatives or a Director or Officer.

9. Non-Exclusivity. The provisions of this Article shall not be construed to limit the power of the Corporation to indemnify its Directors, Officers or Employees to full extent permitted by law or to enter into specific agreements, commitments or arrangements for indemnification permitted by law. In addition, the Corporation shall have the power to indemnify any of its agents not prohibited by law which it deems to be appropriate. the absence of any express provision for indemnification herein shall not limit any right of indemnification existing independently of this Article.

10. amendment. The provisions of this Article may be amended or repealed by the members, however, no amendment or repeal of such provisions, which adversely affect the rights of Directors, Officers or Employees under this Article apply to them without their consent.

ARTICLE IX - Dissolution

In the event of the termination, dissolution or winding-up of this Corporation in any manner or for any reason whatsoever, its remaining assets, if any, shall be distributed in accordance with the provisions set forth in the Corporation Articles of Incorporation.

Any of these By-Laws may be altered, amended or repealed at any annual or special meeting by vote of a majority of the Directors, provided that the nature of substance of the proposed amendment or repeal shall be stated in the notice of the meeting and that no amendment shall be adopted which conflicts with the provisions set forth in the Corporation's Articles of Organization.Organization.

10/1/17

ARTICLE X - Amendments

A true copy.

ATTEST:

YOUTHBUILD BOSTON
BOARD OF DIRECTORS
1993-1994

Draft

Mr. Robert Credle
President
NYNEX
175 Adams Street
Dorchester, MA 02122

Ms. Katherine Kennedy, Vice President
Office of Development
Boston University
19 Deerfield Street 3rd floor
Boston, MA 02215

Mr. Paul Yelder
Treasurer
DSNI
513 Dudley Street
Roxbury, MA 02119

Mr. Gerald Algere
7 Ramsdell Avenue
Roslindale, MA 02131

Mrs. Missy Carter
4 Riedesel Road
Cambridge, MA 02138

Mr. John B. Cruz, III
J.B. Cruz Construction
One John Elliot Square
Roxbury, MA 02119

Mr. William DeLuze
119 Ward Street
Hingham, MA 02043

Mr. Rudy Griffith
190 Taft Avenue
Winthrop, MA 02152

Ms. Curdina Hill
58 Day Street
P.O. Box 440322
W. Somerville, MA 02144

Mr. Henry Irwig
Beacon Management Co.
50 Rose Wharf
Boston, MA 02110

Ms. Surena Murphy
ASEC
13 Clover Street
Boston, MA 02122

Ms. Joyce King
5 Highland Park Street
Boston, MA 02119

Mr. Bruce Percelay
268 Newbury Street
Boston, MA 02116

Reverend Richardson
Children's Services of Roxbury
2406 Washington Street
Roxbury, MA 02119

Mr. Brian Sandiford
65 Countryside Lane
Milton, MA 02186

Mr. Jonathan Todd
One Powder Mill Lane
Southboro, MA 01772

Ms. Carmen Acaba-Torres
16A San Juan Street
Boston, MA 02118

Ms. Lynn Waplington
285 Beacon Street
Boston, MA 02116

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Mr. Walter Williams
JM Cashman, Inc.
P.O. Box 2070
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Quincy, MA 02169-2070